

2022 Grey Book

City Manager's Recommended Budget City of Dayton

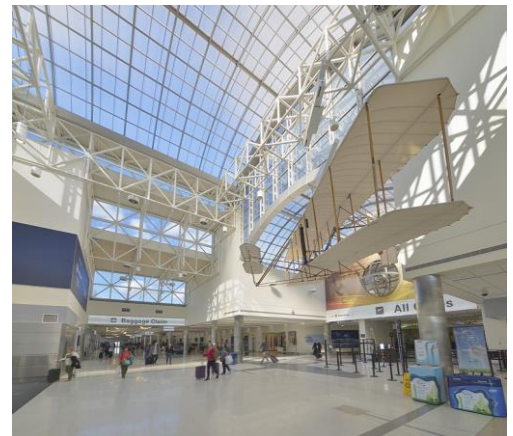


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Budget Overview

The Budget as a Path to Progress

The City of Dayton's budget serves as both a vital policy tool and call to action. It outlines how City resources will be dedicated in the coming year, and once ratified by City Commission legislative action, becomes the Administration's roadmap to accomplishing Commission priorities. The 2022 Budget, described herein, includes projected revenues, planned spending levels, and the programs, activities and objectives that are expected to be accomplished with the recommended budget allocations.

Dayton's Policy Budget: Resource Allocation to Influence Positive Community Outcomes

In 2014, City of Dayton residents approved a charter amendment to the City's budget process. These changes established the Policy Budget, and five Community Service Areas. This approach is grounded in priorities established by the City Commission. The Policy Budget emphasizes leveraging City resources to create outcomes that are impactful to the community. Dayton's Policy Budget established long-term program objectives and a corresponding performance management component. The Policy Budget is an iterative process that emphasizes the values of Accountability, Transparency, and Continuous Improvement.



The City of Dayton budget process starts with the establishment and affirmation of the City Commission's Priorities. Then, the City Manager and City Leadership establish programs and activities to accomplish goals that meet the City Commission's priorities. Throughout the year, Management & Budget measures the efficacy, effectiveness and efficiency of the City's programs, and monitors Community Outcomes. Community feedback is solicited throughout the process; most notably through the City's annual household survey, the Dayton Survey, Community Conversations facilitated by the Department of Planning, Neighborhoods & Development, and the City's transparency portal, Dayton Open Data, as well as various other forums. With this feedback and outcomes in mind, Management & Budget begins the process of modelling and projecting the City's expected revenues and expected costs.

Community Service Areas

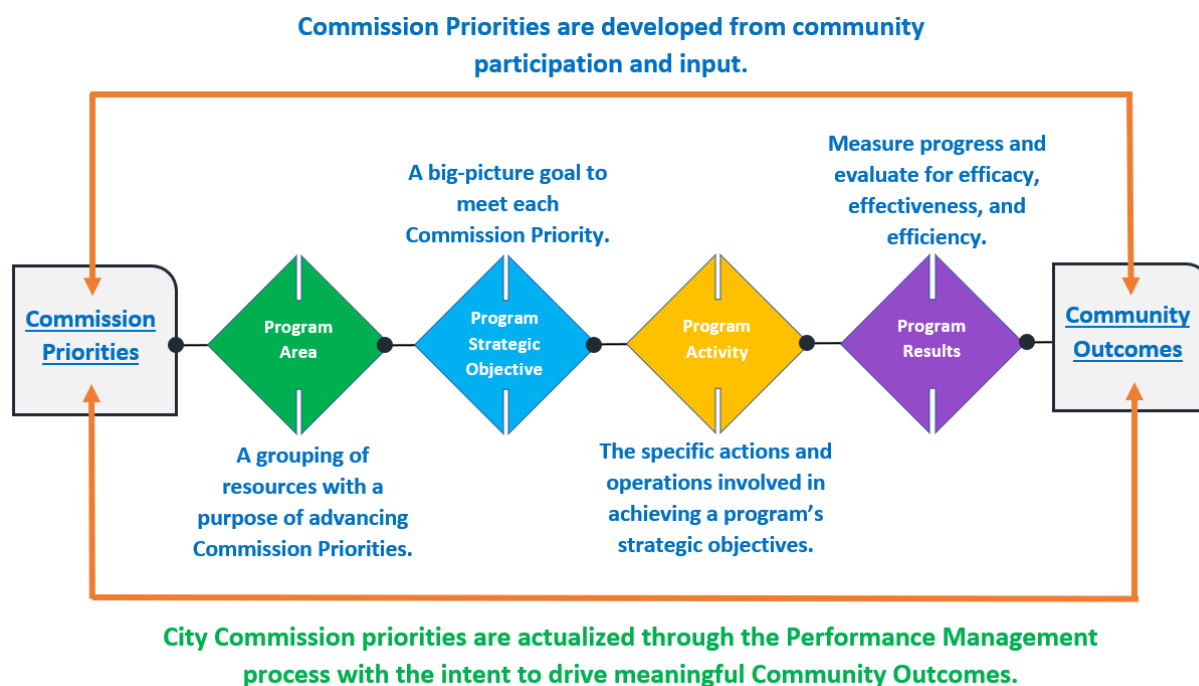
The City of Dayton has five Community Service Areas: Economic and Community Development, Justice, Building and Environmental Safety, Infrastructure, and Corporate Services and Governance. Each Community Service Area (CSA) is comprised of a group of programs with an integrated mission, linked together by a set of shared Commission Priorities. The CSA groupings create natural collaborations between City Departments and programs and support innovation and idea sharing.

The CSAs are linked together to form the framework for the City's Policy Budget. Below, the CSAs are represented with their integrated mission statement.



Performance Management Restructuring

In order to establish a multi-year strategic plan based on Commission Priorities that will enable the City to track annual progress through a Policy Framework, broader Commission Priorities were developed as part of Performance Management System revamp in 2021. The restructured Performance Management System is tied to Commission Priorities through program objectives and activities that drive meaningful change in community outcomes. The updated system will allow the City to link Commission Priorities with annual funding levels to measure the efficacy, efficiency and effectiveness of programs and services on meeting the objectives established in the Policy Framework. Community outcomes will be evaluated through resident opinions during the annual Dayton Survey.



Equity and Inclusion

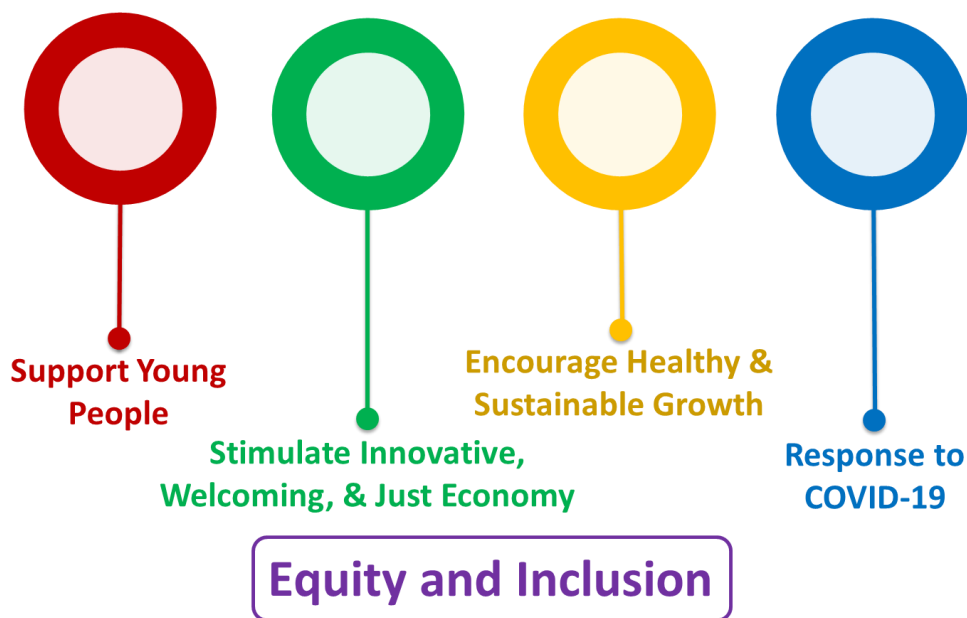
The Commission Priorities listed below have an overarching lens of Equity and Inclusion. As such, the 2022 City Manager's recommended budget was developed with a focus towards Equity and Inclusion. All departments were asked to describe how their 2022 budget, work plan, and policies address communities of color and low-income neighborhoods. For 2022, departments have detailed their Equity and Inclusion work through their reported program performance. Additionally, a more formalized equity and inclusion tool with a corresponding rubric and metrics will be developed during 2022 and incorporated into the next budget process. This will allow the organization to track progress on these efforts on an annual basis.

Diversity is a Fact
Equity is a Choice
Inclusion is an Action
Belonging is an Outcome

Commission Priorities

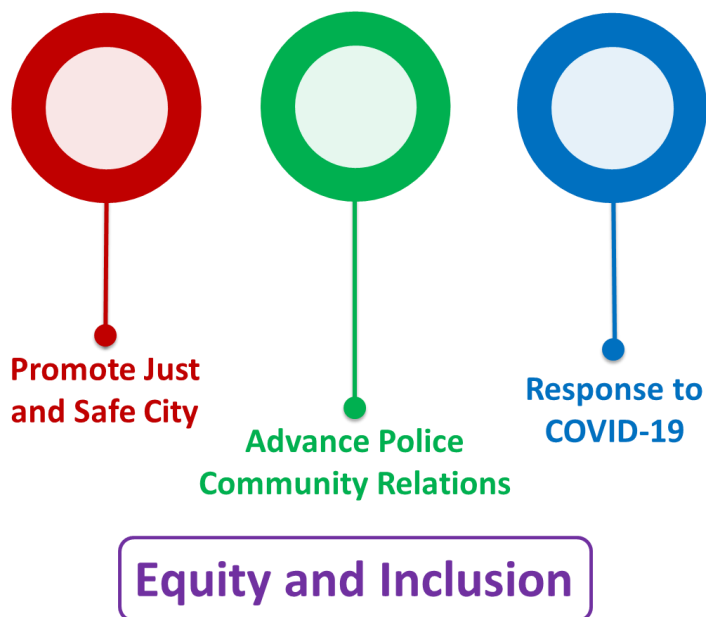
Economic & Community Development CSA Priorities

The Economic & Community Development CSA is grounded in the people, neighborhoods, amenities and businesses that create a vibrant, equitable and dynamic community. This CSA's budget allocation is nearly \$19.8 million, from a combination of General Fund, Aviation and Federal Grant Sources.



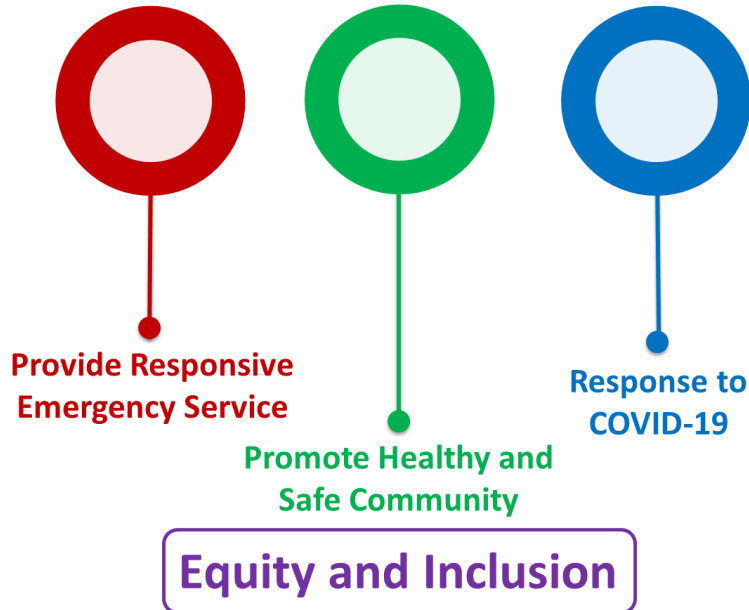
Justice CSA Priorities

Programs in the Justice CSA ensure a safe and just community where all people can live, work and thrive. This CSA's recommended budget in 2022 is almost \$73.9 million from General Fund and Grant Sources.



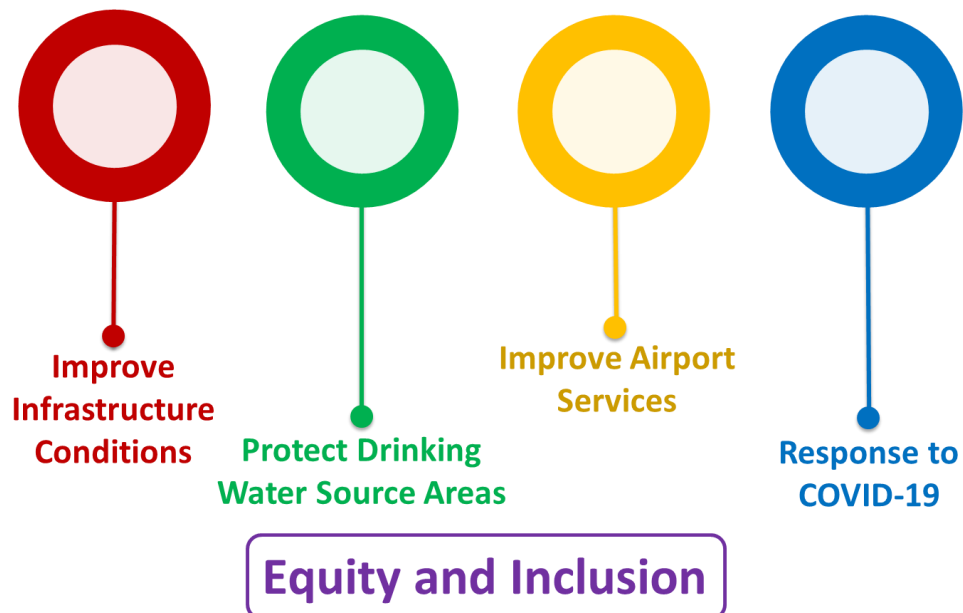
Building and Environmental Safety CSA Priorities

The Building and Environmental Safety CSA protects the City's physical environment and natural resources, people, places and property. This CSA's recommended 2022 budget is just under \$126.2 million from a combination of General Fund, Water, Sewer, Storm, Aviation and Federal Grant Sources.



Infrastructure CSA Priorities

The work of the Infrastructure CSA is to maintain and improve the City's built environment. This CSA's 2022 recommended budget totals \$102.3 million, from a combination of General Fund, Water, Storm, Aviation, Roadway Fund and CDBG sources.



Corporate Services & Governance CSA Priorities

The mission of the Corporate Services & Governance CSA is to ensure the efficient and effective use of taxpayer dollars in providing City Services while fostering a fair and just community. This CSA's 2022 recommended budget is \$94.1 million, including Internal Service Funds. Operating funding sources for this CSA include the General Fund, Water Fund and CDBG. In addition to Corporate Services and Governance operating sources, this CSA has six Internal Service funds, with a 2022 budget allocation totaling \$51.7 million.



Together, the five CSAs account for more than \$424.8 million in Operating Budget and \$91.2 million in Capital Budget, for a total of \$516.0 million. The City's major all-fund sources include the General Fund, Water Fund, Sewer Fund, Storm Water Fund, Aviation Fund, Roadway Maintenance Funds, the Community Development Block Grant entitlement, Law Enforcement Funds, and Internal Service Funds, along with the 2022 recommended Governmental and Enterprise Capital Plans. The \$424.8 million does not include prior year's budget that will carry over into 2022.

The City Manager's Recommended 2022 Budget contained herein does not include the entirety of the 2022 All Funds appropriation. As mentioned above, it does not include Capital and Non-Operating carry over budget. Additionally, it does not include most Special Projects, Other Special Revenue, Miscellaneous Grants and the Bond Retirement Fund.

Budget and Financial Management Policies

Strong financial management has been a hallmark of the City of Dayton's administration for decades. In 2021, S&P Global Ratings assigned an 'AA' long-term rating to the City's General Obligation debt. Amongst the key credit strengths cited by the rating agency was Dayton's strong financial policies, including the use of long-term forecasting, formal debt and reserve policies and strong budgetary flexibility.

Through the annual budget process, Management & Budget has the responsibility of reviewing and reaffirming the City's financial policies. This component was ratified by voters in 2014, and is a vital part of the Policy Budget Process. The City has financial policies governing the following:

- 1) Budget Compliance and Management
- 2) Revenue Policies
- 3) Cash Reserve Policy
- 4) Investment Policy
- 5) Debt Policy
- 6) Capital Improvement and Capital Equipment Policies
- 7) Accounting, Auditing and Financial Reporting Policies

2021 Budget and Financial Management

Following catastrophic interruptions to City services, severe revenue losses and staffing reductions in 2020 during the coronavirus (COVID-19) pandemic, the economic outlook for 2021 was largely unknown. At the onset of the COVID-19 pandemic, City leadership enacted numerous budget solutions to mitigate the negative impacts of COVID-19, successfully managing the City's finances, while ensuring that operational impacts were minimized. Prudent financial management, along with unprecedented fiscal and monetary stimulus bolstered the economy. The City's pandemic recovery was supported by the Paycheck Protection Program, supplemental unemployment, and payments to households aided the City's pandemic recovery. Moreover, federal aid to local governments and airports through the Coronavirus Aid, Relief, and Economic Security (CARES) Act provided additional direct support for payroll expenses, PPE, and technology.

2021 projections included continued revenue declines, and ongoing Federal support at the time was unknown. This instability necessitated the inclusion of several budget solutions to ensure a balanced budget. Major budget solutions in the 2021 Original Budget included two health insurance holidays, five cost savings days for employees and the postponement of Fire and Police recruit classes. Additionally, an annual wage increase, previously a 2% rate increase, was not included in the 2021 budget.

The economy rebounded strongly in 2021, driven by Federal stimulus and increased vaccine availability. Strong income tax revenue collections in 2021, bolstered by high corporate profits taxes and inflation-driven withholdings, are the propelling force driving the City's robust revenue performance. General Fund year-end revenues are projected to be 3.5% higher than 2020. This improved revenue performance allowed the City to implement strategic restorations and allowed the City to forego some of the previously planned budget solutions.

Strategic Departmental Reorganizations to Meet Community Needs

Following improved economic performance in 2021, the City Manager approved several departmental reorganizations that better aligned programming with identified objectives for the community. The reorganizations included consolidating programs, the creation of new divisions, and the creation or elimination of specific positions. The reorganizations allowed for the restoration of positions that were previously abolished in 2020 to address the pandemic-driven economic constrictions, streamlined City services and better aligned internal processes with community needs. The reorganizations were thoroughly analyzed to ensure that improved outcomes could be realized without excessive budgetary increases.

The reorganizations are summarized as follows:

- 1) The former Departments of Economic Development and Planning & Community Development were combined into the newly formed Department of Planning, Neighborhoods & Development. The reorganization streamlined staffing and programming between the departments, while strategically creating new positions and programs to better implement development activities and improve community engagement. This includes the establishment of an Alternative Dispatch program through the Mediation division, the reinstatement and creation of community engagement positions and the development of a Budget and Grants Administration Bureau.
- 2) Recreation underwent a reorganization to establish the Sports division, which includes the restoration of seven Recreation and Park Aide positions and two Aquatic Specialists. Due to closures and stay-at-home orders during the pandemic, Recreation programming was significantly reduced. The reorganization will allow the department to re-start programming and align program offerings with the department's long-term strategic plans.
- 3) The Human Relations Council's reorganization allows for the restoration of three previously abolished positions. The Civil Rights Division was rebranded into the Office of Justice and Inclusion, resulting in the addition of two positions, and the Community Appeals Board was reformed based on Police Reform recommendations.
- 4) Finance's reorganization allowed for the establishment of positions to address customer service needs, assist with the evolving financial management and reporting needs, and to ensure equity amongst like positions.

American Rescue Plan Act (ARPA) & Dayton Recovery Plan

President Biden signed the \$1.9 trillion American Rescue Plan Act (ARPA) into law on March 11, 2021. ARPA was enacted to accelerate the nation's recovery from the economic and health effects of the COVID-19 pandemic. Through the economic stimulus, the City of Dayton will receive \$138 million to address the City's needs. Funding will be allocated through two equal distributions, the first of which was received in May of 2021 with the second to arrive mid-year in 2022. The funds must be fully obligated by December 31, 2024.

The ARPA funding is unprecedented and is the largest grant ever received by the City. City leadership is committed to strategically investing ARPA funds to improve the quality of life for all Dayton residents. In support of this commitment, through a resolution passed on June 2, 2021, the City solidified its intention to invest the ARPA funds into the following six investment areas:

- 1) **Neighborhoods:** City-led and managed projects that would support healthier lifestyles through neighborhood revitalization efforts.
- 2) **Amenities:** Projects and investments that provide recreational and lifestyle assets to the community.
- 3) **Major Catalytic Projects:** Projects and investments that address economic disparities and incent additional development and economic activity.
- 4) **City Projects:** Projects and investments that support City services.
- 5) **Community Investments:** Community-driven projects to partners and community groups offering programs and services serving the hardest hit areas and economic sectors.
- 6) **External Awards:** Funding to support vulnerable economic sectors that might not survive the pandemic, like hospitality and tourism, as well as other mitigation efforts and community requests responding to, or addressing, the health emergency.

To address the identified needs, the City solicited project applications from City Staff, as well as community projects and small business support applications from Dayton residents and businesses. Additionally, the City engaged with residents through surveys and community meetings to gain support for and guidance regarding the City's investment strategies of the ARPA funds. Projects were submitted that addressed ongoing needs for Dayton, inequities for Black and Brown businesses and neighborhood improvements, among others. All applications were properly vetted, and data-driven methodologies were utilized to select the approved projects. The approved internally and externally led projects created the basis for the Dayton Recovery Plan.

The Dayton Recovery Plan not only includes the funding of strategic projects, but the City also developed a Dayton-specific Social Determinants of Health Index. Consistent with federal guidance for the use of ARPA funds, the City utilized the index to identify geographies that would benefit minority and low-income communities disproportionately impacted by the pandemic. Furthermore, the City will track the long-term effectiveness of the Dayton Recovery Plan using the same index. The index utilizes data from sources such as the Centers for Disease Control & Prevention and the American Community Survey to track improvements or declines in identified metrics as categorized by Dayton Census Tracts. Dayton has identified data sources to track housing, economic, health, education and social outcomes for Dayton residents in targeted geographies, as outlined in the table below.

With the targeted investment of ARPA funds, the City's goal is to realize positive outcomes and long-term, sustainable transformation as shown through the positive trends of the index's dataset. The index will be tracked and monitored to ensure that funding is effectively invested to address the economic and social inequities in our city.



Budget at a Glance

2022 Budget Assumptions and Methodology

Overview of Operating & Capital Uses

The 2022 Recommended Budget will increase Operating Budgets across the major funds by 9.5% or over \$36.9 million. Governmental and Enterprise Capital also experience budget growth in 2022, supported by the issuance of debt, of 35.0% or \$23.6 million.

The Water Fund will increase expenses by 6.1%, or nearly \$4.0 million, while projecting modest revenue declines due to lower assumed consumption levels. The Sewer Fund will increase spending by \$1.8 million or 4.4%, driven by budgeted wage increases and growing chemical expenses. Storm Water's budget will decline slightly by \$77,000, or 0.9%, largely due to cost containment efforts.

As enplanements recover from historic lows experienced during the pandemic in 2020, total Aviation sources are projected to grow by 10.1%. Enplanement revenues are projected to climb as commercial and private travel recovery is expected to be strong in 2022, but this is offset by lower levels of federal stimulus. Aviation's 2021 Original Budget was \$32.7 million and will increase to \$36.0 million in 2022 to support the commercial and private travel recovery and inflationary budget adjustments.

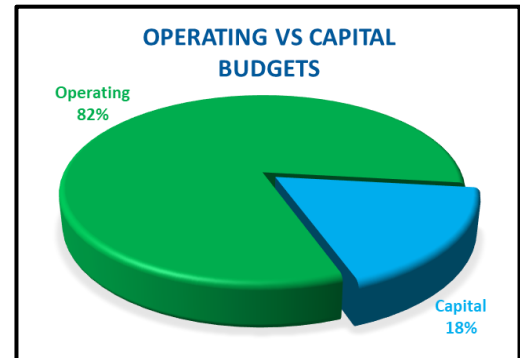
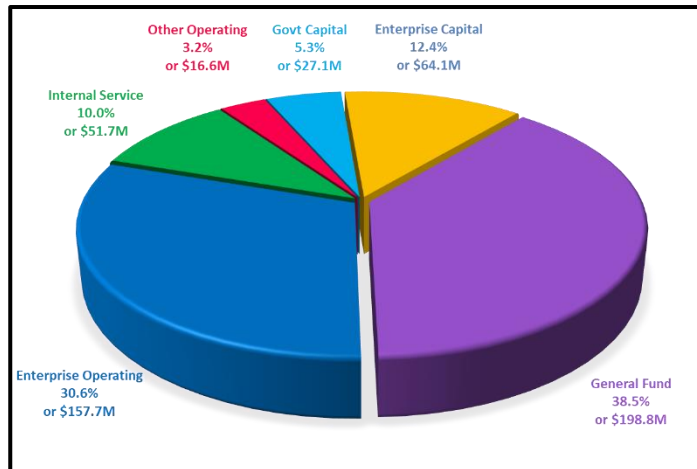
Internal Service Fund revenues are projected to grow \$2.6 million in 2022, when compared to the 2021 Original Budget. Fleet Management is projecting strong revenue growth following pandemic-driven declines. Additionally, Fleet Management is projecting new revenue of \$600,000 from Aviation as Aviation's fleet operations will be merged with Fleet Management. Health Insurance Fund revenues are expected to increase due to a 25.0% increase in employees' monthly contribution and an assumed 4.0% transfer rate. Overall, expenditures are projected to climb 8.2% or \$3.9 million for Internal Service Funds. Expenditure increases are driven by negotiated wage increases, a higher level of budgeted worker's compensation claims due to an increase in firefighter cancer claims, and significant growth in health insurance claims following healthcare visit and procedure stagnation borne from the pandemic.

Roadway Maintenance operating budget will increase by \$1,256,200, or 19.2%, in 2022 compared to the 2021 Original Budget. Increased gasoline usage following pandemic shutdowns is driving higher than projected gas tax proceeds. The City forecasts strong revenue recovery in 2022, as the commercial and private travel fully recovers, thus the Roadway Maintenance budgets have been increased to reflect the restoration of pandemic cuts, inflationary increases and delayed capital purchases.

CDBG/HOME Operating budgets are down \$636,200, as the final tranche of Housing Inspection staff have been transitioned to the General Fund, and the CDBG Non-Operating Budget has been increased to support City projects.

Golf's 2022 Proposed budget will decline slightly, by \$21,000, to reflect actual projected expenses as recreation activities continue to recover. The Community Initiative to Reduce Gun Violence (CIRGV) budget has been eliminated in 2022, as funding sources in other program areas will be utilized to support gun violence reduction strategies. The charts on the next page provide a breakdown of the City's recommended 2022 Operating and Capital Budgets.

Budget by Fund	2021 Original Budget	2022 Proposed Budget	'21-'22 \$ Chg.	'21-'22 % Chg.
General Fund	176,833,600	198,791,600	21,958,000	12.4%
Water	65,459,600	69,448,300	3,988,700	6.1%
Sewer	41,998,500	43,836,800	1,838,300	4.4%
Storm Water	8,484,500	8,407,500	(77,000)	-0.9%
Aviation	32,723,200	36,040,600	3,317,400	10.1%
Internal Service	47,763,500	51,694,000	3,930,500	8.2%
Roadway	6,542,000	7,798,200	1,256,200	19.2%
Golf	2,100,000	2,079,000	(21,000)	-1.0%
CDBG	2,032,600	1,396,400	(636,200)	-31.3%
Treasury	1,148,100	1,177,100	29,000	2.5%
Photo Enforcement	1,287,500	2,980,900	1,693,400	131.5%
Law Enforcement	525,700	387,400	(138,300)	-26.3%
Mediation	566,600	493,700	(72,900)	-12.9%
HRC - Minority Business Asst Ctr	277,500	300,000	22,500	8.1%
CIRGV	107,100	0	(107,100)	-100.0%
COPS Grant	0	0	0	NA
Street Light Assessment	0	0	0	NA
Total Operating Budgets	\$387,850,000	\$ 424,831,500	\$ 36,981,500	9.5%
Governmental Capital	24,456,500	27,112,000	2,655,500	10.9%
Enterprise Capital	43,084,700	64,067,600	20,982,900	48.7%
Total Capital Budgets	\$ 67,541,200	\$ 91,179,600	\$ 23,638,400	35.0%
Total Proposed Operating & Capital	\$455,391,200	\$ 516,011,100	\$ 60,619,900	13.3%



2022 Expenditure Budget Methodology

Following the emergence of COVID-19, 2020 and 2021 were fiscally and economically unpredictable, and while 2022 represents a year of recovery, there are still numerous budget vulnerabilities that Management & Budget staff considered while developing Departmental budgets. Each Department and Management & Budget Analyst worked to develop 2022 budgets incorporating the following assumptions:

- All approved (filled and vacant) positions were fully funded in 2022.
 - Following the execution of bargaining group agreements, a 2% line movement or cost of living adjustment was assumed, and the budget includes a \$1,400 lump sum payment for all employees.
 - Contractual step increases are assumed for all bargaining groups who are not at the top of their band, as well as probationary increases associated with newer hires.

- Comparable to step increases, merit increases for all Mid-Management, Management, and Professional, Technical and Supervisory employees are assumed at 2% increase, starting on April 1, 2022.
- A 4.0% increase to the City's Healthcare Insurance transfer rate for every covered employee, effective January 1, 2022.
- A reduction in the Workers' Compensation Fund transfer rate from 2.6% to 2.0%.
- An increase in the Termination Pay transfer rate from 1.6% to 2.0%.
- The Unemployment Fund transfer rate will remain static at 0.20%.

The 2022 budget includes one (1) monthly Health Insurance Holiday for both the employee and the employer portion of the Health Insurance premium as a budget solution.

2022 Recommended General Fund Budget

Revenues rebounded in 2021, following nearly \$15.0 million in reductions to the 2021 Original Budget to address the COVID-19 economic shock. This rebound was supported by unprecedented fiscal and monetary stimulus, providing an improved financial outlook for 2022. Despite the economic recovery, the City's revenues are threatened due to projected Income Tax losses to be realized as remote work options become commonplace. The following chart details the Major Budget solutions enacted to balance the 2022 Original General Fund Budget as a consequence of work-from-home and slowed fiscal stimulus:

Major General Fund Budget Solutions	Amount
FEMA Reimbursement	1,650,000
ARPA Proceeds	10,750,600
Joint Economic Development District -- City Share	250,000
Contracts & Materials Cuts	255,000
Cash Investments Reduction -- Offset by Debt Financing	2,700,000
One Health Insurance Holiday (likewise for Employees)	1,400,000
Total Major Budget Solutions for General Fund	\$17,005,600

General Fund sources are balanced through the use of \$1.7 million of FEMA proceeds and \$10.7 million from ARPA, for a total of \$12.4 million in one-time solutions. Additional budget solutions, outlined in the table above, have been identified to reduce and/or minimize expenditures in 2022.

Overview of General Fund Revenue

General Fund revenues, omitting special projects, are projected to increase 7.3%, or \$12.6 million, compared to 2021's Original Budget (not including use of the Cash Reserve). Although, when compared against the 2021 Revised Forecast, revenues are projected to decline by \$7.2 million, or 3.7%. 2021

revenues recovered at a pace greater than projected, while 2022 revenue declines are based on projected income tax losses driven by increased work-from-home options for employees. Dayton organizations are legally required to withhold taxes for their employees based on the physical location where the employee works, which may or may not be the employer's location.

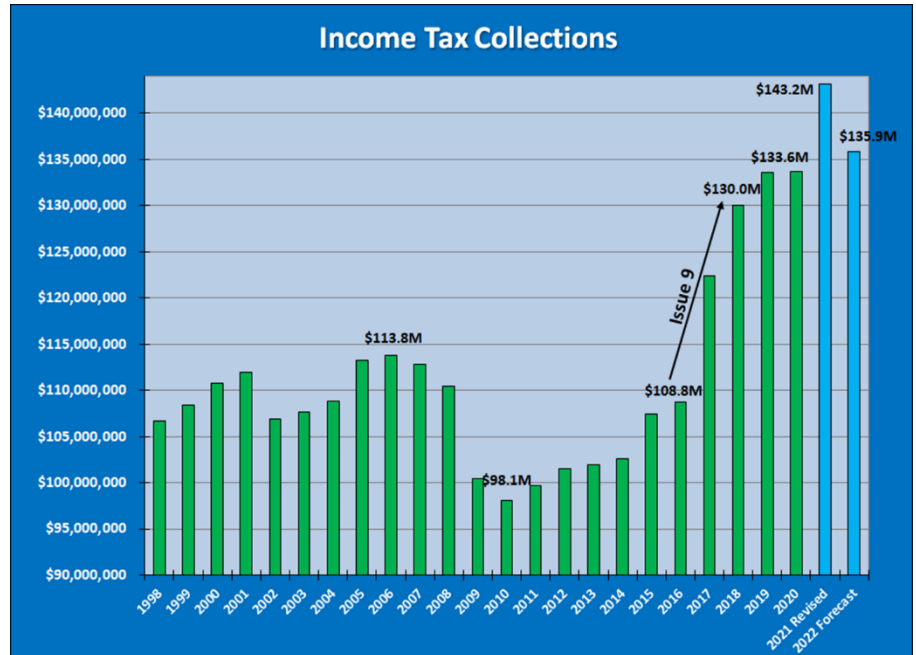
Projected declines as a result of sustained work-from-home options present a unique threat to the City's financial sources. To balance the 2022 budget, the City intends to utilize one-time Federal funding sources. The City will draw down Federal Emergency Management Agency (FEMA) funds and will utilize ARPA's revenue loss component to supplement the structural imbalance in 2022. ARPA funding may be utilized to supplement revenue losses through 2024, but with no additional action, the City faces a fiscal cliff in 2025. Sustained prudent fiscal management is necessary to avert significant service disruptions in 2025.

2022 General Fund Revenue Forecast and Methodology

The City of Dayton forecasts each of the ten General Fund revenue categories, using both qualitative and quantitative methods. Given its proportional share of total revenues, the most time and effort is devoted to forecasting Income Tax revenues. The City of Dayton Income Tax is a wage and net profits tax, comprised of withholding and non-withholding components. As incomes and economic fortunes rise and fall, so do Income Tax collections. Management & Budget forecasts and plans for the pro-cyclical nature of Income Taxes. To do this, Management & Budget employs what the Government Finance Officers Association has called the "Dayton Method": a combination of four quantitative and one qualitative method to forecast the City's revenues. Time Series Regression, Exponential Smoothing, Trend Extrapolation, Econometrics modelling, and a qualitative judgment forecast are used to create the City's Income Tax forecast. This methodology has been honed over the last twenty years, and is acknowledged as a best practice in government finance. Management & Budget employed the Dayton Method with some modifications, and convened the Revenue Advisors Group, with the main goal of discussing the 2022 forecast.

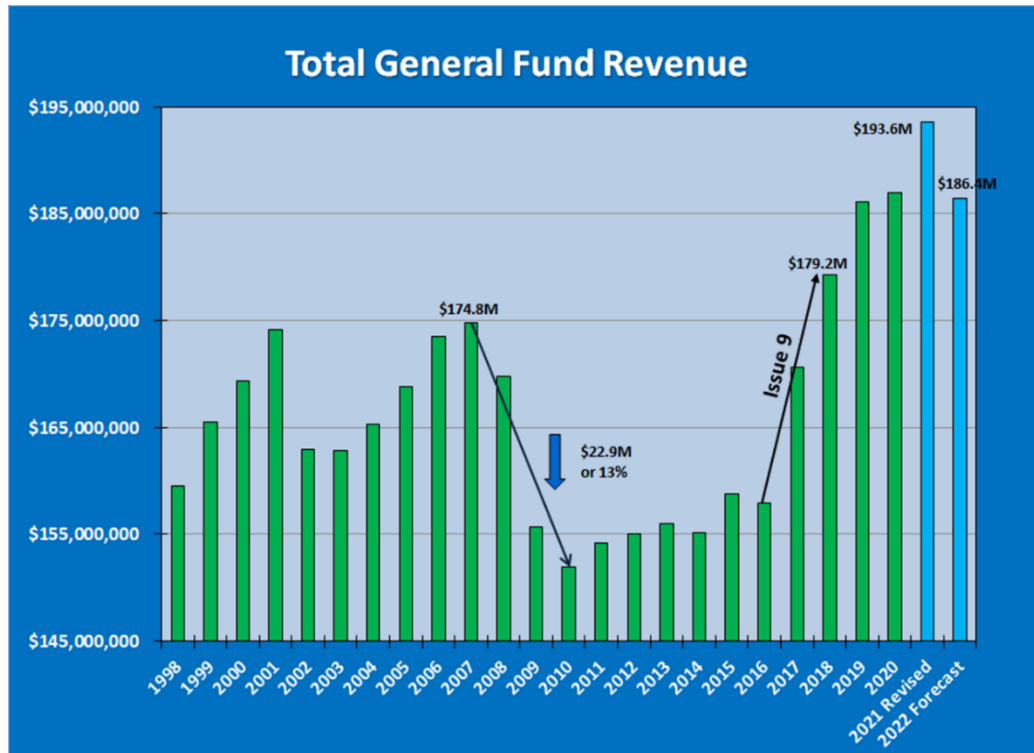
Revenue Category	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Actuals	2021 Original Estimate	2021 Final Estimate	2022 Original Estimate	'21 Orig to 2022	'21 Orig to 2022	'21 Revised to '22	'21 Revised to '22
Income Tax	108.75	122.37	129.99	133.58	133.73	127.80	143.20	135.88	8.08	6.3%	(7.33)	-5.1%
Property Tax & Other Taxes	5.98	6.06	6.24	6.48	6.25	5.98	6.46	6.33	0.35	0.06	(0.13)	-1.9%
Waste Collection Fees	8.76	8.50	8.85	9.29	9.69	9.13	9.91	10.21	1.08	11.8%	0.30	3.1%
EMS Fees	5.42	3.51	4.10	4.66	4.74	4.68	4.97	5.07	0.40	8.5%	0.10	2.0%
Other Charges for Services	11.59	12.26	10.29	11.16	9.52	9.27	9.58	9.58	0.31	3.3%	(0.01)	-0.1%
Local Gov't Fund	6.50	6.33	6.49	6.92	6.95	7.05	7.74	7.45	0.39	5.6%	(0.29)	-3.8%
Other Intergovernmental	4.68	4.32	4.15	4.27	3.32	3.96	4.48	4.38	0.42	10.5%	(0.10)	-2.2%
Fines and Forfeits	0.65	0.65	0.49	0.41	0.26	0.27	0.50	0.43	0.16	60.4%	(0.07)	-14.3%
Licenses and Permits	1.56	1.72	2.90	3.02	2.26	2.01	2.89	2.92	0.91	45.5%	0.04	1.3%
Other Revenues	4.54	4.89	5.72	6.29	10.28	3.66	3.88	4.20	0.54	14.6%	0.32	8.3%
Total Revenues	158.44	170.61	179.23	186.09	187.00	173.80	193.60	186.44	12.63	7.3%	(7.17)	-3.7%
Use of Cash Reserve	0.00	0.00	0.00	0.00	0.00	3.03	0.00	12.36	9.33	N.A.	12.36	N.A.
Total Sources	\$158.44	\$170.61	\$179.23	\$186.09	\$187.00	\$176.83	\$193.60	\$198.79	\$21.96	\$ 0.12	\$ 5.19	2.7%
% Chg. from Previous Year	-0.2%	7.7%	5.1%	3.8%	0.5%	-1.3%	8.0%					
\$ Chg. from Previous Year	(0.33)	12.17	8.62	6.86	0.90	(2.39)	14.37					

As mentioned above, Income Tax sources comprise the majority of General Fund revenues and account for nearly 70% of annual General Fund sources. The pandemic presented numerous threats to the organization and, one in particular, will likely have long-lasting impacts on the City's Income Tax collections. Many employees, across all industries, were offered remote work options during the pandemic, and research has shown that employees and employers are moving toward implementing long-term remote work schedules.



This presents a vulnerability for the City, as State law requires employers to withhold income taxes at the location that an employee works, which may or may not be their principal place of employment. Thus, if an employee were to work-from-home more than 20 days in a calendar year, the employer would be required to withhold income taxes for the employee's home municipality if it differed from their workplace's municipality. This presents a unique threat to the City, as nearly 83% of Dayton's workforce resides outside of the city and could work from their home for a portion of each year. Alternatively, the City would stand to gain some income tax revenue for those Dayton residents who presently work in a different municipality but could work from home at their Dayton residence. When accounting for the potential gains and losses in income tax revenue, the City has projected that Income Tax revenue could decline between \$7.0 million and \$22.1 million in 2022, depending on the prevalence of remote work. While we are experiencing strong economic recovery following the pandemic, remote work threats to Income Tax revenues have offset our 2022 projected Income Tax sources. As such, 2022 Income Tax revenue is projected to total \$135.9 million, which represents a 5.1% decline from the 2021 Final Estimate.

Overall, 2022 General Fund revenues are forecasted to be \$186.4 million, or 3.7% lower than the 2021 Final Revenue Estimate. Due to departmental reorganizations, position reinstatements, restored recruit classes and wage increases a higher use of sources is projected in 2022. This coupled with estimated revenue losses from work-from-home and a tapering of Federal, State and Local stimulus that drove economic growth in 2021, Management & Budget is projecting stagnation or a decline in many General Fund sources. Given these projected declines, the City will utilize \$12.4 million of one-time ARPA and FEMA cash proceeds to balance the budget. ARPA will allow the City to supplement revenue losses through 2024, but these one-time solutions present a major structural imbalance that the City must work before to address in 2025 when ARPA funding is no longer available. When excluding Income Tax, all other revenue categories for the City are projected to increase slightly, by just \$160,000. Most categories experience declines except: Waste Collection, EMS Fees, Licenses & Permits and Other Revenues.



General Fund Revenues in Depth

During the Great Recession, the City's General Fund revenues, driven by Income Taxes, declined drastically by \$22.9 million, or 13%, between 2007 and 2010. The City's revenues thereafter recovered very slowly until the voters passed the Issue 9 Income Tax increase in 2016. Income Tax revenue rebounded in 2017, because of Issue 9, and total General Fund sources surpassed pre-Great Recession revenues growing to \$179.2 million in 2018.

In 2020, Income Tax revenue growth plateaued significantly due to economic pressures borne from the pandemic. Following the influx of individual and business stimulus, Income Tax revenues soared in 2021, driving unprecedented growth in total General Fund revenues. Revenues in 2021 are projected to peak at \$193.6; this growth is unsustainable as it is largely driven by one-time economic support.

As mentioned above, due to the General Fund's reliance on Income Tax revenues, the pro-cyclical nature of Income Taxes presents a vulnerability for the City. In 2022 and beyond, work-from-home options could result in significant losses to City revenues requiring the City to find solutions or risk cuts to essential services.

The following section lists the individual General Fund revenue categories and their 2022 estimate, as well as the percent change from the 2021 Revised Forecast and associated forecast assumptions.

Income Tax: \$135.88 million

'21 Revised to '22 Estimate:
5.1% Decrease

- Assumes usual forecast methods, four statistical and one qualitative, with a \$10.0 million reduction to account for declines due to work-from-home options.
- Following stimulus-driven growth in corporate profit taxes, these sources are expected to stabilize in 2022.

Property Tax & Other Taxes: \$6.33 million

'21 Revised to '22 Estimate:
1.9% Decrease

- Assumes an increase in the collection rate for Property Taxes to 99.6% (91.5% on the current levy and 8.1% on delinquencies).
- Following a 9.6% increase in property values born from the 2020/2021 revaluation, property values should remain flat in 2022.
- Assumes no hotel tax revenues in 2022 as the Convention Center was transitioned to the Convention Facilities Authority (CFA) in the first quarter of 2021.

Waste Collection Fees: \$10.21 million

'21 Revised to '22 Estimate:
3.1% Increase

- The forecast assumes service to Dayton, Jefferson Township and Moraine.
- A 4.0% annual rate escalator is assumed for three quarters in 2022, offset by slightly lower collection rates.

EMS Fees: \$5.07 million

'21 Revised to '22 Estimate:
2.0% Increase

- Assumes 2.0% increase in transports.
- A greater number of delinquency collections is projected due to the City's use of a new collection agency.

Other Charges for Services: \$9.58 million

'21 Revised to '22 Estimate:
0.1% Decrease

- Assumes a continued reduction of charges due to the pandemic.
- No revenue from the Convention Center as it transitioned to the CFA in 2021.
- Assumes a reduction of \$194,700 from Indirect Charges to Enterprise Funds.

Local Government Fund: \$7.45 million

'21 Revised to '22 Estimate:
3.8% Decrease

- Assumes the certified estimate from the State Taxation Department.
- Assumes the City will receive the County Undivided Allocation and the Municipal Direct Allocation.

Other Intergovernmental: \$4.38 million

'21 Revised to '22 Estimate:
2.2% Decrease

- Assumes some moderation in Casino Taxes following strong growth in 2021 due to fiscal stimulus.
- Assumes a higher level of homestead and property tax roll-backs due to higher property valuations.

Fines & Forfeits: \$430,000

'21 Revised to '22 Estimate:
14.3% Decrease

- Assumes a decline in fine revenues following a higher level of delinquent Photo Enforcement revenue in 2021.

Licenses & Permits: \$2.92 million**'21 Revised to '22 Estimate:
1.3% Increase**

- Assumes flat revenue in 2022 after commercial activity increased in 2021 due to economic rebounding.

Other Revenues: \$4.20 million**'21 Revised to '22 Estimate:
8.3% Increase**

- Assume a modest rebound in interest earnings due to an expected rise in interest rates.
- Assumes no Bureau of Worker's Compensation (BWC) refunds and stable growth for other miscellaneous sources.

General Fund Revenue: 2021 Final Estimate & 2022 Proposed

The final estimate for the 2021 General Fund budget is in balance, with no projected use of the cash reserve. The final estimate is \$19.8 million or 11.4% higher than the 2021 original estimate due to the greater influx of federal stimulus driving growth in Income Tax revenues and the economic rebounds following the pandemic-driven recession in 2020. Likewise, uses increased in 2021 due to restored recruit classes, Departmental reorganizations, position reinstatements and wage increases.

General Fund	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Actuals	2021 Original Budget	2021 Final Estimate	2022 Original Budget	'21 Revised - '22 Original \$ Chg.	'21 Revised - '22 Original % Chg.
Revenues	158.44	170.61	179.23	186.09	187.32	173.80	193.60	186.44	(7.17)	-3.7%
Use of Cash Reserve	0.00	0.00	0.00	0.00	0.00	3.03	0.00	0.00	0.00	N.A.
ARPA/FEMA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.36	12.36	N.A.
Total Sources	\$ 158.44	\$ 170.61	\$ 179.23	\$ 186.09	\$ 187.32	\$ 176.83	\$ 193.60	\$ 198.79	\$ 5.19	2.7%
Total Uses	\$ 157.30	\$ 168.61	\$ 175.79	\$ 183.30	\$ 185.91	\$ 176.83	\$ 193.60	\$ 198.79	\$ 5.19	2.7%
Annual Balance	\$ 1.14	\$ 1.99	\$ 3.44	\$ 2.80	\$ 1.41	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	N.A.

All numbers in \$ millions.

The 2022 Original Budget projects revenue declines of \$7.2 million, driven by the loss in Income Tax revenues as a result of work-from-home options. To address these revenue losses, the City Manager is recommending a balanced General Fund Budget of \$198.8 million in 2022, inclusive of \$12.4 million in one-time ARPA and FEMA funds.

The 2022 General Fund Budget will allocate \$142.3 million to Personnel and \$39.3 million to Contracts and Materials. General Fund Capital awards totaled \$5.9 million, with \$2.0 million being debt financed in 2022. Funding for equipment and technology improvements allow the City organization to develop efficiencies that improve operations, and in turn, the City's customer service and the quality of life in Dayton neighborhoods. In 2022, \$1.2 million is included to advance Police Reform Initiatives. The allocation for the City's Development Fund has been increased from \$2.25 million to \$3.25 million in 2022 to support development initiatives in the Dayton region and incent economic and job growth.

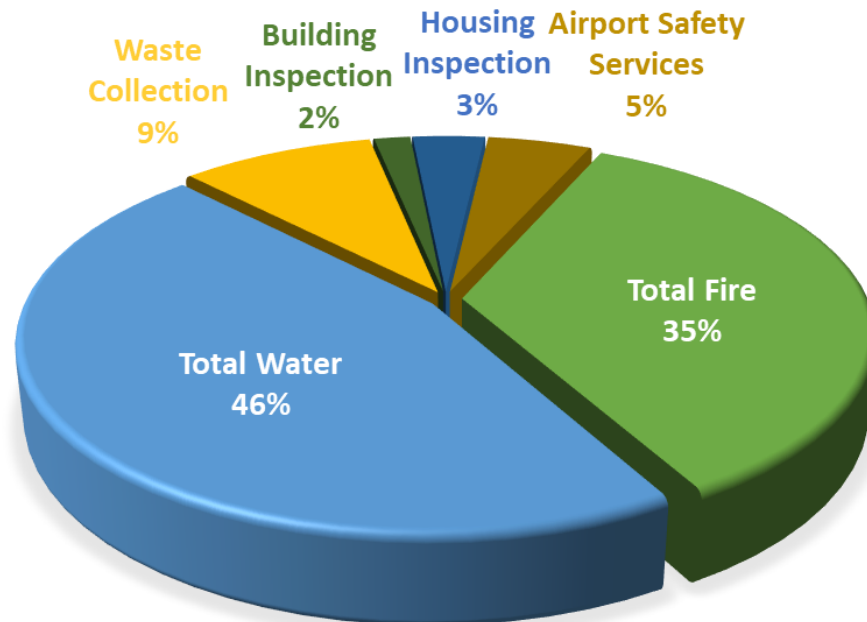
The 2022 Budget also honors the City's commitment to fund Issue 9 initiatives, \$3.4 million for residential road paving, \$244,000 for park upgrades, \$624,000 for vacant lot mowing and \$4.3 million for preschool promise program. In 2016, voters passed Issue 9, a 0.25% earned income tax, specifically allocating resources to public safety, vacant lot mowing, residential road paving, park improvements, and access to high quality preschool for all of Dayton's 3- and 4-year olds.

Detail by CSA: Building and Environmental Safety

Budget Summaries

The Policy Objective of the Building and Environmental Safety Community Service Area is to safeguard the city's physical environment through the provision of services that protect people and property. The CSA is composed of 10 program areas spread over five departments.

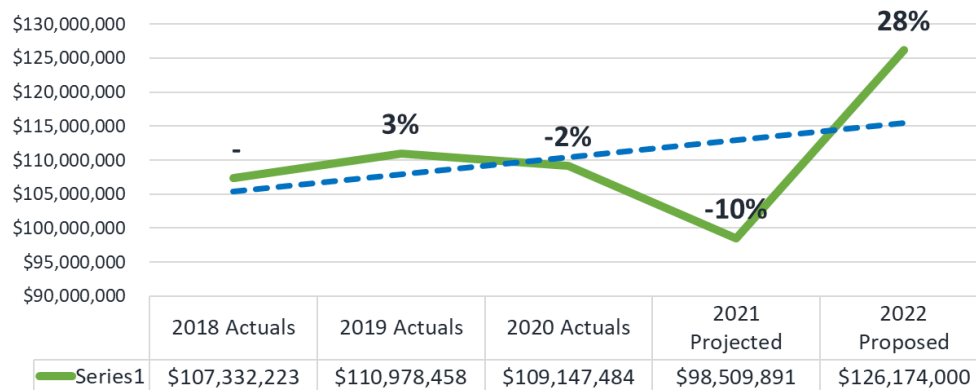
Program	2021 Original		2022 Proposed		\$ Chg.	% Chg.	# FTEs
	Budget	# FTEs	Budget				
Fire Support Services	4,827,300	17	4,864,800		37,500	0.8%	19
Fire Suppression Services	32,539,300	296	36,227,300		3,688,000	11.3%	313
Fire Strategic Program Safety	2,901,200	6	3,262,000		360,800	12.4%	8
Subtotal Fire	40,267,800	319	44,354,100		4,086,300	10.1%	340
Environmental & Wellfield Protection	4,270,700	9	6,505,300		2,234,600	52.3%	9
Water Supply & Treatment	26,877,200	120	28,799,600		1,922,400	7.2%	120
Water Reclamation	20,872,100	75	22,562,100		1,690,000	8.1%	75
Subtotal Water, Sewer, Storm Prog.	52,020,000	204	57,867,000		5,847,000	11.2%	204
Waste Collection	11,143,000	85	11,431,500		288,500	2.6%	87
Building Inspection	2,097,800	20	2,148,000		50,200	2.4%	19
Housing & Inspection	4,264,000	23	4,266,700		2,700	0.1%	25
Airport Safety Services	5,711,000	43	6,106,700		395,700	6.9%	43
Grand Total Building & Environmental Safety CSA	\$ 115,503,600	694	\$ 126,174,000		\$ 10,670,400	9.2%	718



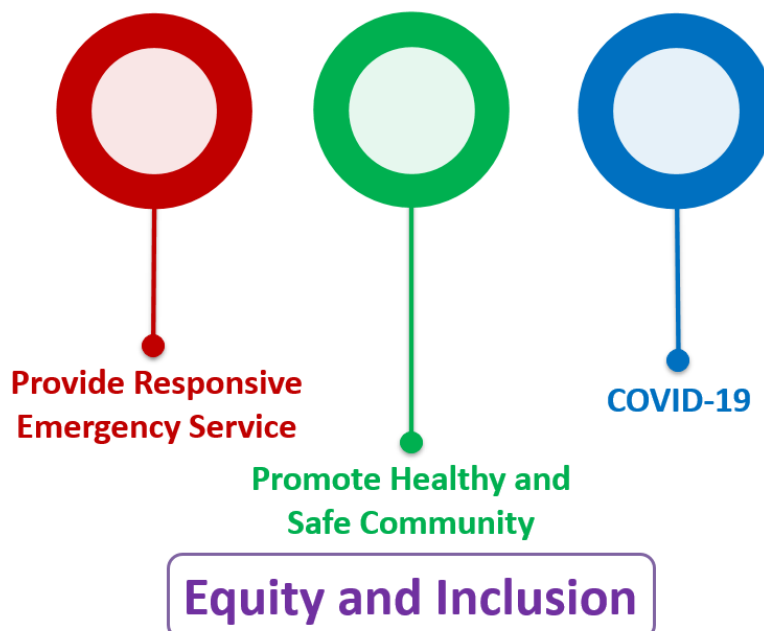
Below, a trend analysis for the Building & Environmental Safety CSA spending from 2018 through 2022's recommend allocation, segmented by program area.

Building & Environmental Safety	2018 Actuals	2019 Actuals	2020 Actuals	2021 Projected	2022 Proposed
Airport Safety Services	6,715,542	6,804,679	6,250,436	5,273,337	6,106,700
Building Inspection	1,904,348	2,034,352	2,011,905	1,918,633	2,148,000
Environmental and Wellfield Prot	2,432,221	2,133,158	2,318,161	2,066,521	6,505,300
Fire Strategic Programs Safety	3,403,840	4,780,059	4,551,426	3,180,634	3,262,000
Fire Support Services	5,426,169	4,459,462	3,945,183	4,103,575	4,864,800
Fire Suppression EMS	31,782,533	33,220,402	34,387,922	26,751,197	36,227,300
Housing Inspection	4,696,513	4,261,569	3,675,281	3,730,878	4,266,700
Waste Collection	10,486,142	11,147,580	10,805,368	11,044,828	11,431,500
Water Reclamation	16,323,953	17,196,978	16,772,343	16,936,965	22,562,100
Water Supply and Treatment	24,160,962	24,940,218	24,429,460	23,503,323	28,799,600
Total	\$107,332,223	\$110,978,458	\$109,147,484	\$98,509,891	\$126,174,000

BUILDING & ENVIRONMENTAL SAFETY CSA SPENDING TREND 2018-2022



Below are the Policy Priorities for the Building and Environmental Safety CSA. The following pages will detail 2021 outcomes by priority, as well as the 2022 “Path to Progress” for improved outcomes. Departments that have undergone Performance Management restructuring include Public Works and Planning, Neighborhoods and Development. Program performance for these two departments is reported with a “NEW”.



Program Performance

Priority: Provide Responsive Emergency Service (Fire)

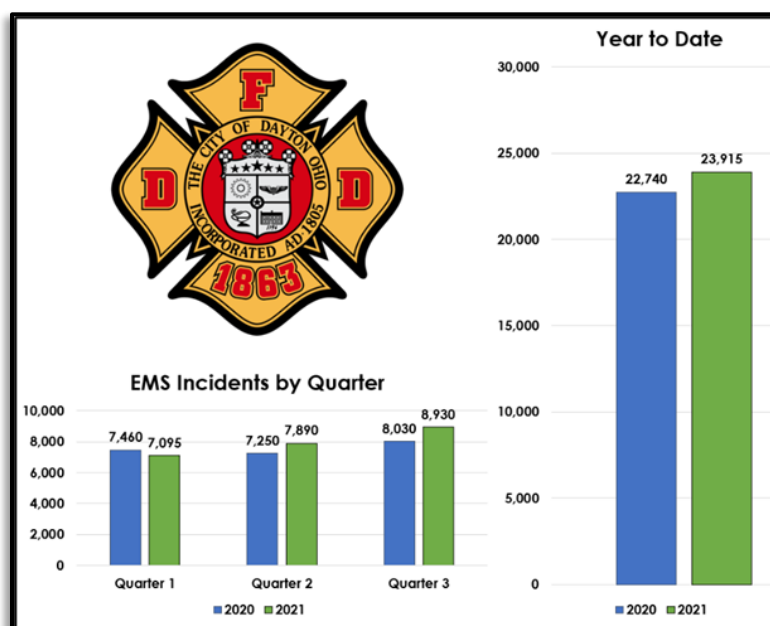
Objective: Maintain an adequate emergency medical service response time

Activity: Respond to medical emergencies from time of alarm to arrival on scene

- **2021 Results:** As of Q3 of 2021, Dayton Fire experienced a significant increase in EMS incidents. This resulted in an increase in response times based on available units. The first ALS crew to an EMS incident was on scene within 540 seconds (9 minutes) 86.7% of the time as of Q3 2021. Medic 10 was not routinely upstaffed during 2021.
- **2022 Path to Progress:** We continue to evaluate alternative deployment models to improve service delivery and meet the growing EMS needs of our community.

Equity and Inclusion

Lens: The Community Paramedicine Program is specifically working with communities of color and low-income residents to address gaps in healthcare needs, provide psycho-social resources, reduce incidents of high users of the 911 system, and provide an effective safety net of community resources.



Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of incidents that ALS apparatus is on the scene within 540 seconds of alarm	89.9%	>90.0%	90.1%	86.7%	>90.0%

Objective: Maintain operational capabilities to respond to a wide range of emergency incidents

Activity: Complete appropriate emergency planning processes, and provide emergency planning and site safety evaluation within City limits

- **2021 Results:** Overall, 31 events were coordinated throughout 2021, and 20 emergency plans were addressed as of Q3 in 2021. The Department implemented a Tactical Medic Program and updated the RTF Program to provide additional tactical support and response.
- **2022 Path to Progress:** Continue to actively engage the City organization and community partners to ensure effective planning, training, and response to a wide variety of known and potential threats. Continue to implement best practice measures and lessons learned from the past years of disasters, civil unrest, pandemics, and acts of violence.

Equity and Inclusion Lens: The Emergency Planner is developing a city-wide Safety Net Platform to ensure citizens' concerns throughout the community are addressed in a timely manner. Also, to connect citizens with a variety of city and community resources to provide timely responses and quality solutions.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# emergency plans addressed per year	N/A (COVID)	20	N/A (COVID)	20	20



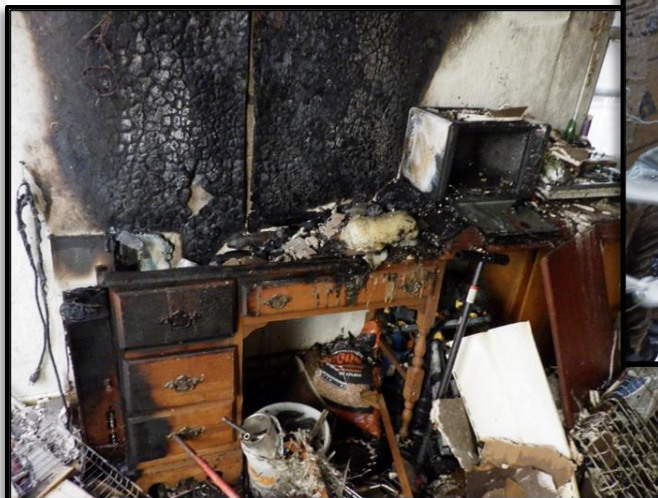
Objective: Reduce the impact of arson crimes in the City of Dayton

Activity: Conduct investigations and witness interviews

- **2021 Results:** Averaged 3.1 reliable witness contacts per investigation through Q3 of 2021.
- **2022 Path to Progress:** The investigation unit will utilize various metrics & technology throughout 2022 to investigate all significant fires in order to reduce arson and other related crimes. The metrics will be modified in 2022 during the performance management process.

Equity and Inclusion Lens: The Fire Investigation Unit conducts active patrols in targeted neighborhoods where there has been an increase in fire related incidents. Increased patrols in these neighborhoods has proven to reduce arson activity, generate investigation leads, and assist with collaboration efforts to secure vacant properties and remove bulk trash.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of reliable witness contacts per investigation	3.3	>3.0	3.9	3.1	>3.0



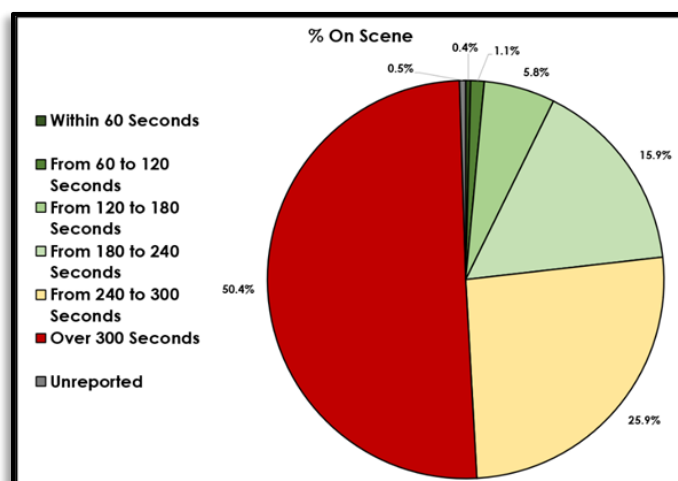
Objective: Maintain an adequate fire response time

Activity: Respond to fire incidents from time of alarm to arrival on scene (Prevent loss due to fire)

- **2021 Results:** As of Q3 of 2021, the first arriving Fire crew to a fire incident was on scene within 300 seconds (5 minutes) 49.1% of the time. An increase in call volumes throughout the city impacted response times.
- **2022 Path to Progress:** Continue to review and evaluate alternative deployment models to best serve the needs of the community utilizing Deccan International's Apparatus Deployment Analysis Module (ADAM).

Equity and Inclusion Lens: The Fire Department deploys fire resources strategically throughout the community to ensure efficient and equitable emergency response to all members of the community. Utilizing data driven models and forecasting through the ADAM Program, the Department will continue to evaluate our deployment models to provide the best possible response to all emergencies throughout the community, and to ensure all neighborhoods have appropriate levels of response.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of incidents with the first apparatus on scene within 300 seconds	51.1%	>70.0%	48.6%	49.1%	>70.0%



Objective: Reduce fire risks for commercial occupancies through fire inspection practices

Activity: Conduct fire inspections for commercial occupancies (Prevent loss due to fire)

- **2021 Results:** 1,318 inspections were completed through Q3 of 2021. The Department implemented a new Fire Inspection Software, ESO, in 2021 that completely restructured and updated all commercial occupancies in the city. This will provide enhanced data for future metrics and efficiency. Company level inspections were suspended until 7/1/2021 due to COVID-19.
- **2022 Path to Progress:** Continue to utilize the new technology and tablet-based inspection platform to provide timely and accurate fire inspection data for business owners. This will ensure timely identification and resolution to fire and life safety hazards throughout the community.

Equity and Inclusion Lens: The Dayton Fire Department will resume our Community Outreach Programs, by partnering with the American Red Cross for smoke detector installations. This program will specifically target Dayton communities identified in the Social Vulnerability Index. In addition, a targeted smoke detector campaign will be implemented in areas with high incidents of structure fires to increase awareness and safety of residents.

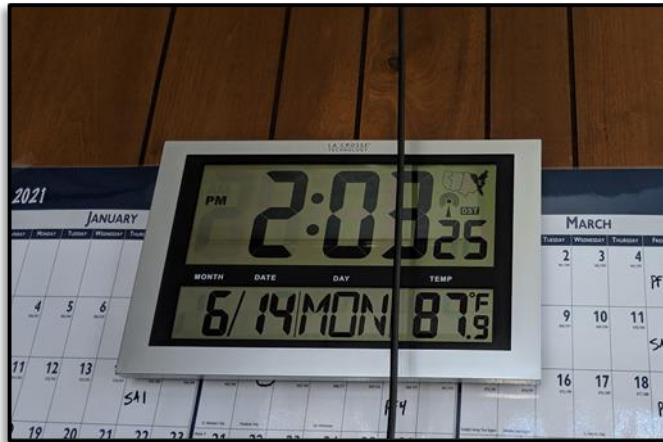
Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of commercial inspections per year	958	2,400	872	1,318	2,400



Objective: Promote energy savings throughout the Fire Department by educating staff and measuring energy consumption at all DFD locations

Activity: Evaluate energy consumption, establish energy reduction target and work to meet reduction goals

- **2021 Results:** Through Q3 of 2021, energy use increased due to a significant increase in call volumes and apparatus responses.
- **2022 Path to Progress:** Continue to look for opportunities to improve energy efficiency through effective purchases, station remodels/new construction, and HVAC upgrades.



Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% reduction in utility usage over 2016-2021 combined energy usage	N/A (COVID)	2.0% Decrease	N/A (COVID)	4.2% Increase	2.0% Decrease

Priority: Provide Responsive Emergency Service (Aviation)

Objective: Ensure all Safety Personnel are properly trained and maintain certifications

Activity: Complete daily Lexipol online training on Airport Police Policy and Procedures

- **2021 Results:** The airport has continued to maintain 100.0% in Lexipol online for Airport Police Policy and Procedures.
- **2022 Path to Progress:** The airport will continue to maintain 100.0% in Lexipol online for Airport Police Policy and Procedures.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of Lexipol policies and procedures compliance	100.0%	100.0%	100.0%	100.0%	100.0%

Objective: Ensure all Fire and Rescue personnel are properly trained and maintain certifications

Activity: Complete required trainings and certifications, as well as Department recommended trainings

- **2021 Results:** Airport Fire and Police have maintained a 100.0% training compliance through Q3, and additional training has been completed including live fire training.
- **2022 Path to Progress:** The airport will continue to ensure that all Police and Fire staff have the necessary training throughout 2022.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of training compliance	New Measure	100.0%	New Measure	100.0%	100.0%



Other Activity: The Department of Aviation participated in team-building training to facilitate better customer outcomes

- **2021 Results:** The airport hosted an Employee Appreciation Day for all employees.
- **2022 Path to Progress:** Continue to host events with all Divisions to encourage team building, and to acknowledge the work all employees contribute to ensuring our customers have a positive airport experience.

Other Activity: The Department of Aviation has participated in meetings throughout the airport to encourage staff to become familiar with the airport layout and interact with employees from other Divisions

- **2021 Results:** Hosted meetings at ARFF and allowed employees to see the fire equipment.
- **2022 Path to Progress:** Continue rotating meetings at various locations and encouraging inter-departmental interactions.



Priority: Promote Healthy and Safe Community (PND)

Objective: Targeted building code enforcement

Activity: Collaboratively provide targeted building code enforcement

- **2021 Results:** As of Q3 of 2021, 10 structures were monitored and 2 were brought into compliance.
- **2022 Path to Progress:** Continue to work with Police, Fire, Housing and Building Divisions to track and monitor problem properties. Work with owners, developers and other public agencies to stabilize or redevelop blighted structures.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of structures monitored/in compliance	12/3	19/3	8/3	10/2	15/3

Objective: Increase utilization of the PACE program

Activity: Conduct ESID/PACE board meetings

- **2021 Results:** Conducted three meetings.
- **2022 Path to Progress:** Work with Port Authority to market and promote PACE financing to potential projects.

Equity and Inclusion Lens: PACE financing can be utilized to support a variety of construction and/or renovation projects throughout all Dayton neighborhoods. In 2022, the Division of Development will re-evaluate our performance measures and economic development strategies to identify changes or new initiatives to address the challenge of equity and inclusion.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of approved projects	1	3	1	3	3

Objective: Building code enforcement for new construction activities

Activity: Conduct inspections, issue permits and facilitate construction activities

- **2021 Results:** The Department facilitated construction permit activity that generated \$2.2M in permitting revenue to the City through Q3 of 2021.
- **2022 Path to Progress:** With the creation of Planning, Neighborhoods and Development, there has been more information sharing and collaboration.

Equity and Inclusion Lens: We are in the process of expanding the role of our Small Business Advocate to work with more minority and women owned businesses. The new collaboration has proven to be advantageous for all departments resulting in improved customer service.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
\$ value of construction permit revenue	\$2.2M	\$2.5M	\$1.5M	\$2.2M	\$2.5M



Program: Housing Inspection

Program Strategic Objective: Improve neighborhood livability, and monitor and demolish dangerous buildings to maintain safe neighborhoods

Activity: Demolish blighted properties (Demolish blight)

- **2021 Results:** Completed 98 demolitions through the end of Q3 2021.
- **2022 Path to Progress:** Housing Services consists of 14 Conservation Specialists and four Nuisance Specialists who collectively serve and support the city's 67 Neighborhood Planning Districts.

Equity and Inclusion Lens: In 2022, the Division will implement a restructuring of its current city-wide enforcement strategy into a “team-based” collaborative model which draws upon neighborhood assets, community strengths, and inspector attributes. Each “team” will be comprised of four inspectors (including a “team leader”), who will serve one of the following four neighborhood team zones: Unified East Dayton; Greater Downtown; Unified West Dayton; and Unified North Dayton. Instituting a comprehensive model of code compliance which seamlessly addresses the city's neighborhood geographies will strengthen the level of equity and inclusion throughout the City.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of buildings demolished	87	>/=225	87	98	>/=300

Community Outcome: Overall Satisfaction with Neighborhood



Activity: Structural boarding requests fulfilled

- **2021 Results:** Fulfilled 439 structural boarding requests through Q3 of 2021.
- **2022 Path to Progress:** The Division of Housing & Inspections utilized its full allocation of boarding resources in 2021. With several key external funding sources on the horizon for nuisance demolition, we estimate the number of structural boarding requests to steadily decline as an increasing number of nuisance structures are demolished over the course of 2022.

Equity and Inclusion Lens: Because we anticipate an increase of available externally based demolition resources in 2022, the Division will strive to remove large portions of its residential nuisance structure inventory, focusing on areas with greatest need and highest concentration of vacant structures.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of vacant homes secured per year	New Measure	1,000	New Measure	439	1,000

Community Outcome: Overall Satisfaction with Neighborhood

Other Activity: Re-envision Housing Services and Code Enforcement

- **2021 Results:** Currently testing the Accela mobile portal, which will improve customer service delivery by allowing for digital submission of residential and commercial complaints, as well as enable online submission of permit and planning applications. Created the team-based collaborative model to improve customer service delivery, focusing on areas of greatest need.
- **2022 Path to Progress:** Implement Accela mobile and implement team-based collaborative model.



Program: Land Use Administration

Program Strategic Objective: Manage the use and development of land, improve neighborhoods and quality of life

Activity: Resolve land use cases

- **2021 Results:** 33.0% of the land use applications to the Board of Zoning Appeals (BZA) or Plan Board were significantly improved from the time of application to the board meeting (9 of 27 cases). This includes negotiated design changes, impactful conditions for approval, and as necessary, denying applications or cases.
- **2022 Path to Progress:** To make recommendations to the BZA and Plan Board leading to significant improvement to plans that have been submitted. This would also include not allowing land uses that are contrary to adopted plans and policies and are not in the best interest of the City of Dayton.

Equity and Inclusion Lens: We will provide guidance to applicants and recommendations to the Boards that improve the surrounding area. There will be a focus on raising expectations in areas that are facing the most challenges.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of cases guided towards improved outcome every quarter or twice a year	New Measure	TBD	New Measure	33.0%	40.0%

Community Outcome: Overall Satisfaction with Neighborhood





Activity: Implement, facilitate, and manage neighborhood improvement projects

- **2021 Results:** Six projects have been completed and 13 are underway; with a total of over \$40 million invested. Through these projects, we engaged 670 residents. Completed projects include: the Downtown Recovery Plan, HUD/Katz Downtown Presentation, Proposed Text Amendments, Southeast Dayton Neighborhoods Vision Plan, Welcome Park Bicycle Playground, and Deeds Point pre-development/Triangle Park dog park planning.
- **2022 Path to Progress:** Increase target to complete 25 projects. 2022 will have more smaller projects than 2021. The 2022 projects are in areas of neighborhood planning, physical projects and policy guidance.

Equity and Inclusion Lens: Advance projects that will improve neighborhood outcomes, particularly in areas of greatest need.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of projects completed per year	New Measure	TBD	New Measure	6	25
\$ private funding leveraged per year	New Measure	TBD	New Measure	\$46M	\$20M
% of neighborhoods where a project occurred per year	New Measure	TBD	New Measure	49.2%	50.0%

Community Outcome: Overall Satisfaction with Neighborhood



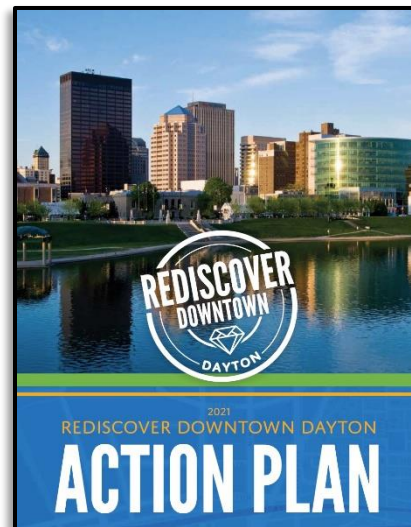


Activity: Develop strategic initiatives and drive innovation in planning

- **2021 Results:** No Planning Division driven plans were brought to City Commission through Q3 of 2021.
- **2022 Path to Progress:** In 2022, we will bring forward a comprehensive Neighborhoods Vision Plan (synthesizing our work with UDA), as well as a new Comprehensive Plan. We also expect to bring forth an Active Transportation Plan for adoption.

Equity and Inclusion Lens: The City's Comprehensive Plan, which we will be working on in 2022, will have a specific equity and inclusion element. The Neighborhood Vision Plans focus on neighborhood investment.

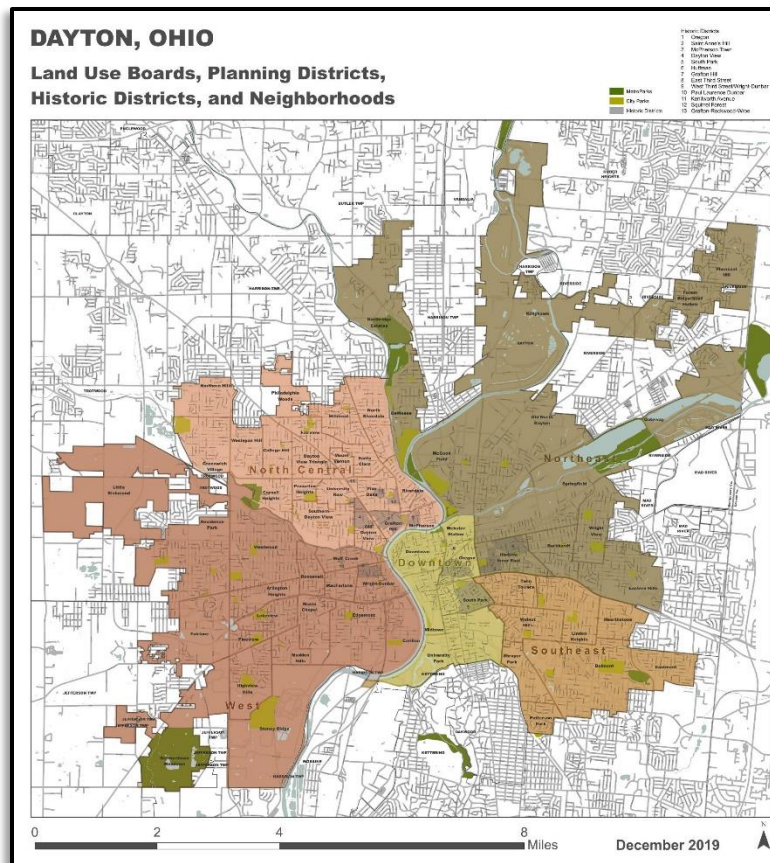
Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of plans approved by planning board and commission per year	New Measure	3	New Measure	0	3



Community Outcome: Overall Satisfaction with Neighborhood

Other Activity: Manage the Certificate of Appropriateness (COA) Process

- **2021 Results:** Through Q3 of 2021, 106 minor COAs and 15 major COAs have been issued.
- **2022 Path to Progress:** Providing the best possible customer service while protecting the integrity of the historic districts.



Priority: Promote Healthy and Safe Community (Water)

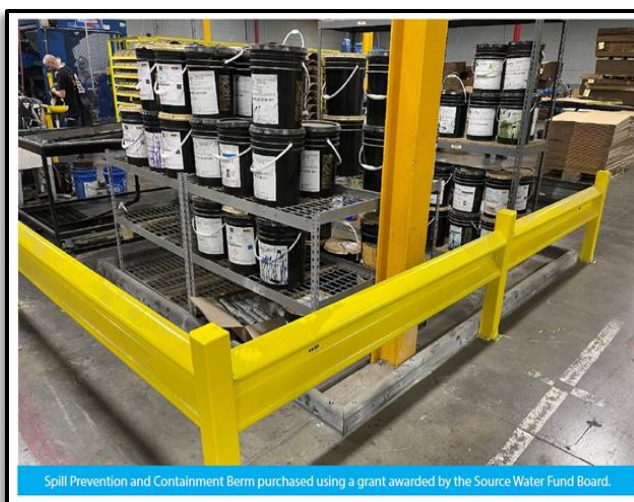
Objective: Protect water resources

Activity: Conduct targeted visits to sites located in the Source Water Protection Area (Ensure safe and affordable drinking water)

- **2021 Results:** There have been many ownership changes resulting in new tenants and businesses within the Source Water Protection Area (SWPA), which has increased the need for outreach and education. Also, to ensure social distancing and safe COVID-19 practices, inspections were conducted from City vehicles resulting in more site visits compared to the prior year. However, in the beginning of Q3, the Division of Environmental Management (DEM) resumed in-person inspections to increase awareness and continue education.
- **2022 Path to Progress:** The Division of Environmental Management (DEM) will conduct 135 targeted visits of sites in the SWPA.

Equity and Inclusion Lens: The DEM utilizes translation services through Welcome Dayton to effectively communicate with residents and businesses. Fliers, translated in other languages, are kept in each of the Division pool vehicles to ensure that residents are provided with equitable services and instruction.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of site visits completed	203	135	161	474	135



Spill Prevention and Containment Berm purchased using a grant awarded by the Source Water Fund Board.

Objective: Ensure the consistent and dependable delivery of quality water services

Activity: Quantify compliance with the effluent quality standards in effect at the facility

- **2021 Results:** The Water Reclamation Facility has achieved 100.0% compliance with its Ohio EPA issued NPDES Permit for Effluent Limitations. No odor complaints were attributed to the Dayton Water Reclamation Facility in 2021. The City is meeting its Ohio EPA Compliance Schedule for the construction of the Total Phosphorus Treatment System.
- **2022 Path to Progress:** Initiate the Total Phosphorus Treatment System to meet the Ohio EPA’s Seasonal Phosphorus Loading Limit. Continue repair of, and upgrade to, existing facilities. Fill vacant positions to ensure adequate coverage of operational shifts.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
Wastewater treatment effectiveness rate	100.0%	100.0%	100.0%	100.0%	100.0%



Objective: Meet all health-related drinking water standards required by regulation to provide safe drinking water

Activity: Quantify the percentage of time each year the utility met all the health-related drinking water standards required by regulation

- **2021 Results:** 100.0% compliance with water quality regulations: lead/copper compliance, laboratory certifications, continued corroborations with Ohio EPA.
- **2022 Path to Progress:** Meet or exceed Ohio EPA standards 365 days per year. Continue training of WS&T staff, compliance with asset management regulations and maintenance of facilities.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
Drinking water compliance rate (# of days in full compliance/365 days)	100.0%	100.0%	100.0%	100.0%	100.0%



Other Activity: Complete dry weather screening of 20% of Dayton's storm water outfalls

- **2021 Results:** Visited 287 outfalls (50.98%).
- **2022 Path to Progress:** Visit >20% of Dayton's storm water outfalls.

Other Activity: Support urban gardens as a storm water best management practice

- **2021 Results:** 26 Community Gardens were supported by Urban Garden Grants through the payment of water use charges. Infrastructure was installed at two new locations.
- **2022 Path to Progress:** Maintain support of current grant recipients. Promote program to others.



Other Activity: Ottawa water plant console rehabilitation

- **2021 Results:** Optimization and upgrade of SCADA controls. Filter one console at Ottawa is complete.
- **2022 Path to Progress:** Continue to upgrade and install SCADA control at the remaining 15 consoles at Ottawa. Console project will move the filter controls from the basement of Ottawa Water Treatment Plant to the filter gallery preventing the controls from being damaged if the basement floods. Filter 1 wiring and design was performed in-house by WS&T staff. Installation cost is \$150,000 with funds encumbered in 2021.





Program: Waste Collection

Program Strategic Objective: Reduce the physical, environmental and health hazards of waste materials through efficient and equitable waste collection, recycling and disposal services.

Activity: Collect data to implement a cleaner recycling program and educate residents on recycling right (Promote green initiatives)

- **2021 Results:** As of Q3, the 2021 average was 1,085 recycling tons per quarter. This amounts to 8.0% recycling as a proportion of tipped waste.
- **2022 Path to Progress:** Collect data to implement a cleaner recycling program and educate residents on recycling right.

Equity and Inclusion Lens: Data from the maps below will be used to evaluate operational activities that attribute to service complaints and low recycling participation. Data related to collection routes, recycling participation and trash tonnage will be analyzed to develop creative education & marketing efforts for residents.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of recycling diversion of total tipped tonnage collected in City of Dayton.	8.0%	>=12.0%	8.0%	8.0%	>=12.0%

RECYCLING TONNAGE YEARLY WEIGHTS RUMPKE WEIGHTS - DAYTON ONLY FOR YEAR 2021					
Month	RECYCLING TONNAGE COLLECTED	Market Rate per Ton	COST TO CITY TO DUMP AT RUMPKE	SAVINGS FOR CITY	Households Participating
January	322.07	29.17	\$9,394.78	\$2,924.40	34,640
February	238.83	26.66	\$6,367.21	\$2,768.04	35,763
March	400.30	21.50	\$8,606.45	\$6,705.03	35,886
April			\$0.00	\$0.00	
May	329.42	3.54	\$1,166.15	\$11,434.17	35,941
June	461.57	-9.86	-\$4,551.08	\$22,206.13	36,240
July	354.54	-17.33	-\$6,144.18	\$19,705.33	36,238
August	350.62	-27.22	-\$9,543.88	\$22,955.09	36,238
September	379.89	-29.52	-\$11,214.35	\$25,745.15	36,238
			\$0.00	\$0.00	
			\$0.00	\$0.00	
			\$0.00	\$0.00	
TOTALS	2837.24		-\$5,918.90	\$114,443.33	
Cost to City = Monthly tonnage multiplied by Market Rate to tip recycling Savings for City = The difference in Montgomery County's tonnage fee (tonnage collected Households Participating represents the number of recycling containers assigned to property					

Community Outcome: Satisfaction with Recycling

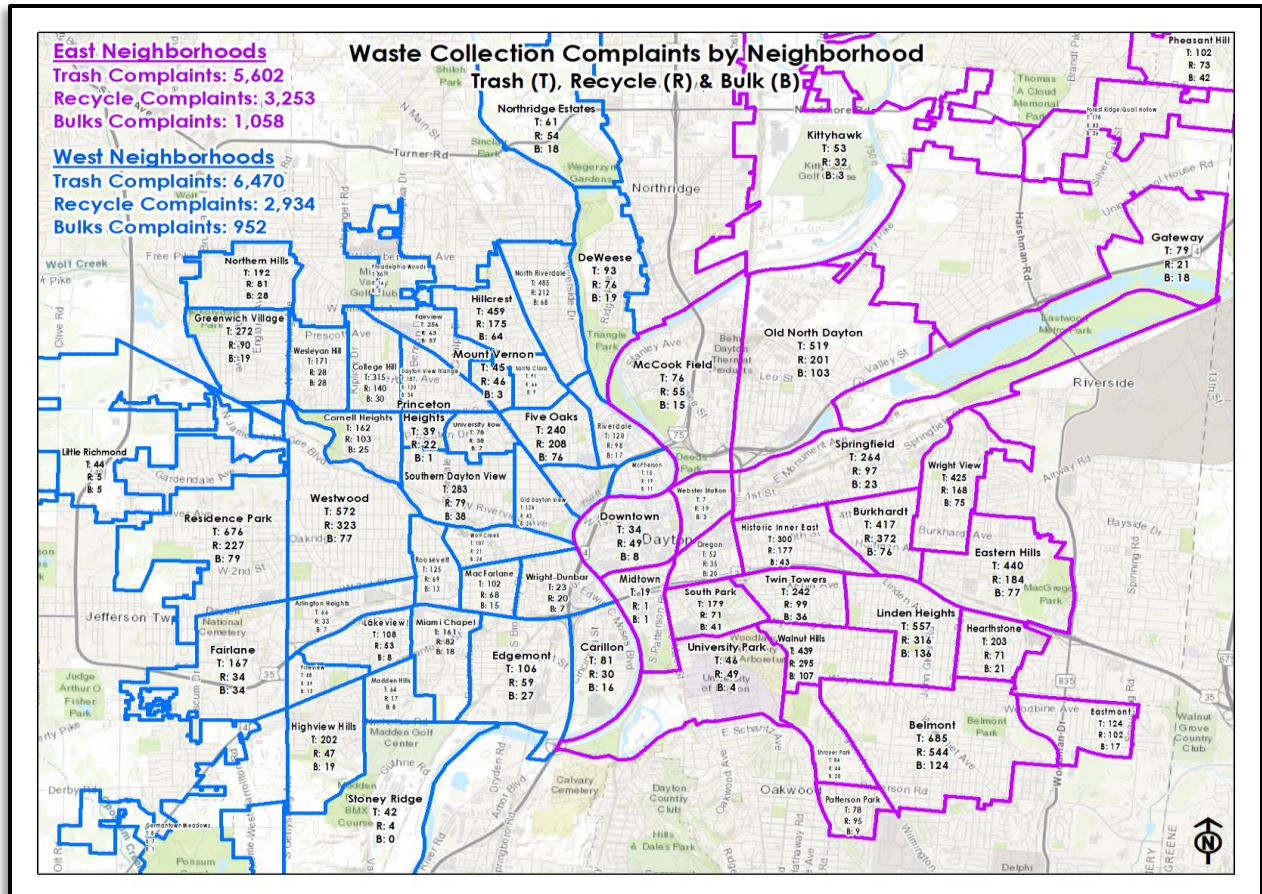
Other Activity: Educate residents on recycling practices to reduce recycling contaminations

- **2021 Results:** In October 2020, Waste Collection began an OOPS notice program to educate residents on which materials were appropriate to recycle. Residents who recycled non-approved or contaminated materials received two violation notices with a letter and education materials indicating the proper materials to recycle. If the resident received a third violation notice, their recycling container would be removed, and the service suspended for one year. Of the total contamination notices given to residents for the first year of the program, just 3.0% resulted in a 3rd contamination notice and the removal of a resident's recycling container.
- **2022 Path to Progress:** Continue to educate residents on the appropriate materials to recycle, encourage increased resident recycling and track data through the OOPS program to monitor improved compliance.

Recycling "OOPS!" Contamination Notifications

Nov. 2020 thru Nov. 2021	Total
Total Number of 1st Contamination Notices	3,108
Total Number of 2nd Contamination Notices	420
Total Number of 3rd Contaminations Notices (Recycling Container Removal)	103
Total Notices	3,631







Activity: Provide opportunities for neighborhood clean-ups

- **2021 Results:** There were 11 clean-ups performed through Q3 of 2021 and a cumulative total of 32 for the year.
- **2022 Path to Progress:** Provide opportunities for Neighborhood clean-ups.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of clean-ups per year	21	>25	18	32	25

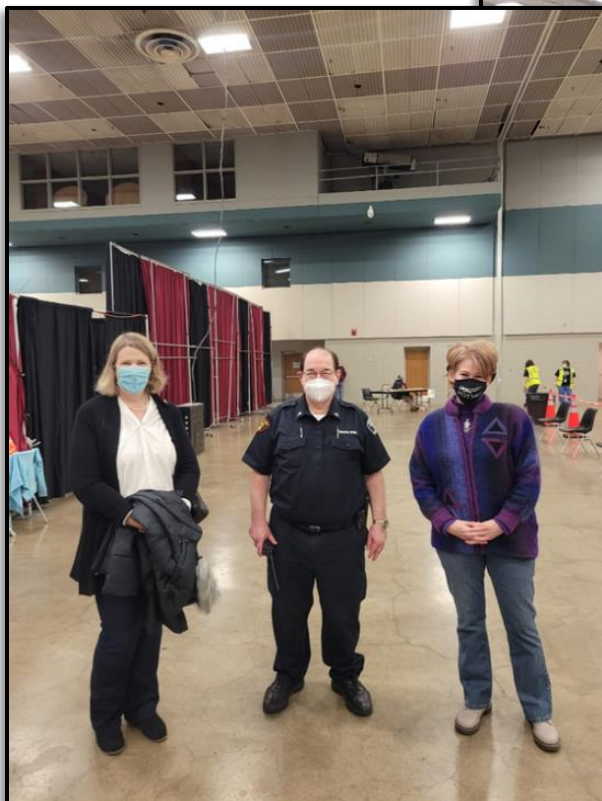
Community Outcome: Satisfaction with Quality of Housing



Priority: COVID-19 Response (Fire)

Activity: Delivery of the region's COVID-19 Community Vaccination Program

- **2021 Results:** Throughout 2021, Dayton Fire Department members provided vaccinations, first aid, community outreach and education to address community needs during the pandemic. DFD in collaboration with PHDMC, provided vaccinations to over 93,000 residents. The Community Paramedic Program administered the first in-home Monoclonal Antibody Infusion in the region to homebound Dayton residents. The Community Paramedic Team also provided vaccinations on-site at various homes, at the Gateway and St. Vincent Homeless shelters, and at the Dakota Center to maximize our outreach and impact citizens who would otherwise not have been able to receive the vaccine.
- **2022 Path to Progress:** The Dayton Fire Department will continue to take the lead in vaccination outreach and community efforts to reduce the spread of COVID-19, increase vaccinations of our residents and work tirelessly to ensure the health and safety of the community.



Activity: Collaborated with regional agencies to establish effective COVID EMS response protocols, sharing critical information regarding PPE, virus transmission, disinfection, quarantine, and health screening procedures

- **2021 Results:** The Department proactively engaged in regional training videos and shared best practices and lessons learned to numerous other agencies throughout the region. DFD reached out to create an infection control COVID program for various businesses and agencies, resulting in an innovative approach to educate their employees to ensure proper PPE and safety for their staff and clients. Dayton MMRS facilitated the region's Just in Time Standing Orders for the EMS Field Administration of Vaccines and Monoclonal Antibody Treatments. Throughout the pandemic, Dayton Fire Department Medic Crews have transported over 1,000 confirmed COVID Positive Patients.
- **2022 Path to Progress:** The Department will continue to take an active leadership role in the development and implementation of best practice measures throughout the region to ensure the safety of our responding personnel, City staff and the public we are sworn to protect.



Priority: COVID-19 Response (PND)

Activity: Provide CARES Act small business grants

- **2021 Results:** Continued the Pop-up Patio Program to allow businesses to utilize outdoor space, such as parking lots or right-of-way.
- **2022 Path to Progress:** We propose the development of guidance that would allow this to be a permanent opportunity.



Priority: COVID-19 Response (Water)

Activity: Host virtual children's water festival

- **2021 Results:** The Department worked to invite a variety of schools, accommodating multiple schedules. Supplies were provided to teachers upon request to perform corresponding activities.
- **2022 Path to Progress:** A committee is currently planning to host a 2022 virtual festival.

Activity: Provide Dayton's water trailer for events in City of Dayton

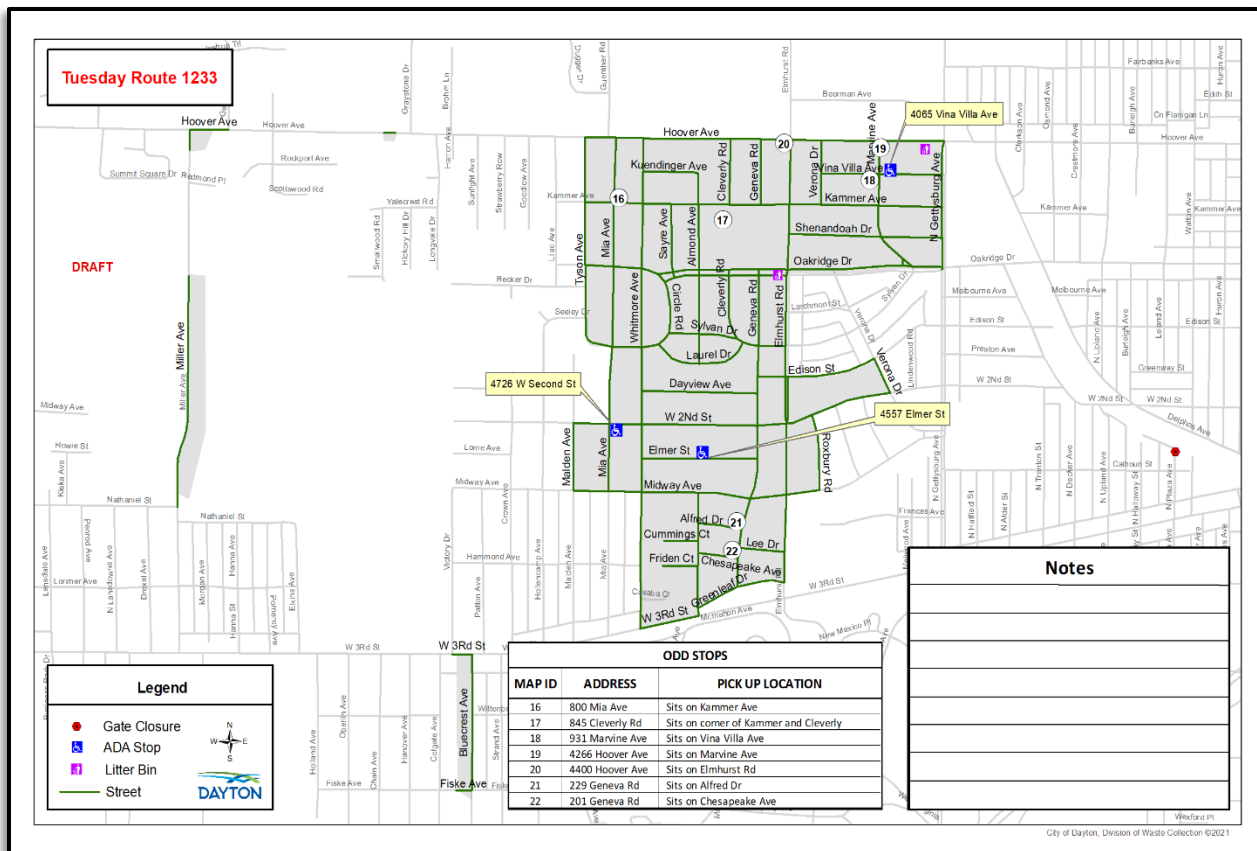
- **2021 Results:** Dayton's Water Trailer was provided to 42 groups hosting community events within the city of Dayton.
 - The trailer promotes the option of choosing tap water over bottled water, provides savings for the sponsoring group and limits the amount of waste generated.
 - Staff delivered the trailer to the requesting group in a socially-distanced manner.
 - Encouraged requesting groups to promote the BYOrB (refillable bottle) concept to attendees.
- **2022 Path to Progress:** Water will continue to provide the Water Trailer to the public.



Priority: COVID-19 Response (PW)

Activity: Modified waste collection routes

- **2021 Results:** Employees working rear load trash trucks were offered opportunities to socially distance, by utilizing a second vehicle, as they traveled to and from assigned trash routes.
- **2022 Path to Progress:** This process will be offered in 2022 if there is continued need due to the pandemic.



Priority: COVID-19 Response (Aviation)

Activity: Maintain equipment to protect the traveling public from COVID-19.

- **2021 Results:** Ensured we have the equipment necessary and the staffing levels to maintain a clean airport.
- **2022 Path to Progress:** Continue to invest in cleaning solutions and ensure adequate cleaning staffing to ensure the DAY airport is clean so customers feel safe.

Activity: Maintain equipment to protect the traveling public from COVID-19.

- **2021 Results:** Ensure cleaning is in compliance with CDC guidelines to facilitate safe traveling environment, including fogging of selected airline spaces and regular cleaning of high-touch areas. The airport is also dedicated to ensuring restrooms are fully stocked with soap and hand towels.
- **2022 Path to Progress:** Continue to maintain a clean environment per CDC recommendations.



Recommended Budget Detail

Fire				
Estimated Sources	2021 Original Budget	2022 Proposed Budget	\$ Chg.	% Chg.
General Fund	40,267,800	44,354,100	4,086,300	10.1%
Total Sources	\$ 40,267,800	\$ 44,354,100	\$ 4,086,300	10.1%
Estimated Uses				
Personnel Costs	35,540,600	39,998,500	4,457,900	12.5%
Contracts & Materials				
Fire Fleet Charges	1,285,900	1,285,900	-	0.0%
Professional Services	991,300	1,052,500	61,200	6.2%
Supplies & Materials	797,600	804,800	7,200	0.9%
Radio Maintenance & Repair	484,100	233,100	(251,000)	-51.8%
Gasoline & Fuel	299,900	299,900	-	0.0%
Utilities	194,500	194,500	-	0.0%
Other Contracts & Materials	143,300	140,800	(2,500)	-1.7%
Facilities & Equipment Maintenance	104,800	111,600	6,800	6.5%
Total Contracts & Materials	4,301,400	4,123,100	(178,300)	-4.1%
Capital Equipment/Technology	425,800	232,500	(193,300)	-83.1%
Total Uses	\$ 40,267,800	\$ 44,354,100	\$ 4,086,300	10.1%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- The 2022 personnel budget is up 12.5% as the 2021 Original budget included 5 CSDs and 2 Health Insurance Holidays. Along with negotiated wage increases.
- The personnel budget also includes an increase in Holiday Overtime for an additional holiday (Juneteenth).
- Supplies & Materials are lower due to various cost saving measures.
- Radio Maintenance & Repair decreased 51.8% due to the cost distribution of radio user fees to their respective GF departments.

Water - Environmental & Wellfield Protection				
Estimated Sources	2021 Original Budget	2022 Proposed Budget	\$ Chg.	% Chg.
Storm Water Operating	4,270,700	6,505,300	2,234,600	52.3%
Total Sources	\$ 4,270,700	\$ 6,505,300	\$ 2,234,600	52.3%
Estimated Uses				
Personnel Costs	1,107,400	1,347,200	239,800	21.7%
Contracts & Materials				
Professional Services	2,617,300	4,615,700	1,998,400	76.4%
Public Service Contracts	418,000	426,200	8,200	2.0%
Indirect Cost Allocation	65,400	53,600	(11,800)	-18.0%
Supplies & Materials	34,500	34,500	-	0.0%
Other Contracts & Materials	28,100	28,100	-	0.0%
Total Contracts & Materials	3,163,300	5,158,100	1,994,800	63.1%
Capital Equipment/Technology	-	-	-	N.A.
Total Uses	\$ 4,270,700	\$ 6,505,300	\$ 1,994,800	52.3%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Personnel costs are up 21.7% as the 2021 Original budget included 5 CSDs and 2 Health Insurance Holidays. 2022 includes one Health Insurance Holiday and no CSDs.
- Vacant positions are budgeted at the mid-point of the salary range, and 2022 includes a 2% rate increase.
- Professional Services increased 76.4% due to Wellfield related projects approved by the Source Water Protection Board.
- Indirect Cost Allocation decreased \$11,800 due to updated cost allocation calculations for 2022.

Water Supply and Treatment				
Estimated Sources	2021 Original Budget	2022 Proposed Budget	\$ Chg.	% Chg.
Water Operating	26,877,200	28,799,600	1,922,400	7.2%
Total Sources	\$ 26,877,200	\$ 28,799,600	\$ 1,922,400	7.2%
Estimated Uses				
Personnel Costs	11,057,100	11,786,700	729,600	6.6%
Contracts & Materials				
Utilities	6,005,000	6,455,000	450,000	7.5%
Supplies & Materials	2,041,700	2,108,300	66,600	3.3%
Sludge & Waste Disposal	1,825,000	1,945,000	120,000	6.6%
Professional & Contractual Services	1,079,700	1,617,400	537,700	49.8%
Facilities & Equipment Maintenance	879,900	916,500	36,600	4.2%
Indirect Cost Allocation	904,800	899,100	(5,700)	-0.6%
Chemicals	548,000	589,100	41,100	7.5%
Fleet & Fuel Charges	540,000	540,000	-	0.0%
Real Estate Taxes	375,000	375,000	-	0.0%
Other Contracts & Materials	262,100	136,500	(125,600)	-47.9%
Total Contracts & Materials	14,461,200	15,581,900	1,120,700	7.7%
Capital Equipment/Technology	1,358,900	1,431,000	72,100	5.3%
Total Uses	\$ 26,877,200	\$ 28,799,600	\$ 1,922,400	7.2%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- 2022 Personnel is up 6.6%, largely due to a budgeted 2% rate increase. No rate increase was included in the 2021 Original Budget. The increase is offset by vacancy savings totaling \$266,000.
- Utilities are up 7.5% based on billing trends through August of 2021.
- Sludge and Waste disposal are up due to Lime sales increasing.
- Professional & Contractual Services are up 49.8% due to increased costs for security services for Kittyhawk Golf Course buildings, fencing, and installation and upgrade of cameras.

Water Reclamation				
Estimated Sources	2021 Original Budget	2022 Proposed Budget	\$ Chg.	% Chg.
Sewer Operating	20,872,100	22,562,100	1,690,000	8.1%
Total Sources	\$ 20,872,100	\$ 22,562,100	\$ 1,690,000	8.1%
Estimated Uses				
Personnel Costs	7,385,200	7,716,600	331,400	4.5%
Contracts & Materials				
Professional & Contractual Services	3,000,800	2,880,500	(120,300)	-4.0%
Utilities	2,365,000	2,365,000	-	0.0%
Supplies & Materials	1,073,000	1,158,000	85,000	7.9%
Sludge & Waste Disposal	1,772,500	1,787,500	15,000	0.8%
Chemicals/Phosphorus Treatment	1,936,000	3,059,000	1,123,000	58.0%
Indirect Cost Allocation	650,400	591,700	(58,700)	-9.0%
Facilities & Equipment Maintenance	971,600	1,389,200	417,600	43.0%
Fleet & Fuel Charges	210,000	215,000	5,000	2.4%
Other Contracts & Materials	207,600	531,600	324,000	156.1%
Total Contracts & Materials	12,186,900	13,977,500	1,790,600	14.7%
Capital Equipment/Technology	1,300,000	868,000	(432,000)	-33.2%
Total Uses	\$ 20,872,100	\$ 22,562,100	\$ 1,690,000	8.1%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Personnel Costs are up 4.5% as multiple positions' salaries are budgeted at the mid-range of the salary grade. The 2022 budget includes one health insurance holiday and no CSDs.
- Other Professional Services are down 4% due to a reduction in temporary services. Also, the budget for cleaning services and an agreement with Weir Wolf have been moved to Other Equipment Maintenance.
- Supplies and Materials are up 7.9%. This is mainly due to an increase in hardware material costs and the shifting of uniform costs from the Miscellaneous line item.
- Chemicals/Phosphorus are up 58% due to vendor increases and changing phosphorus treatment requirements.

Waste Collection				
Estimated Sources	2021 Original Budget	2022 Proposed Budget	\$ Chg.	% Chg.
General Fund	11,143,000	11,431,500	288,500	2.6%
Total Sources	\$ 11,143,000	\$ 11,431,500	\$ 288,500	2.6%
Estimated Uses				
Personnel Costs	6,159,300	6,401,400	242,100	3.9%
Contracts & Materials				
Waste Disposal Tipping Fee	2,689,000	2,561,800	(127,200)	-4.7%
Fleet & Fuel Charges	1,666,700	1,712,400	45,700	2.7%
Supplies & Materials	442,900	506,000	63,100	14.2%
Professional & Contractual Services	140,500	198,850	58,350	41.5%
Other Contracts & Materials	44,600	51,050	6,450	14.5%
Total Contracts & Materials	4,983,700	5,030,100	46,400	0.9%
Capital Equipment/Technology	-	-	-	N.A.
Total Uses	\$ 11,143,000	\$ 11,431,500	\$ 288,500	2.6%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Personnel Costs are up 3.9% due to the 2022 2% rate increase, one Health Insurance Holiday and the inclusion of no CSDs.
- The Waste Disposal Tipping Fee is down 4.7% in 2022 to reflect 2021 trends and projections for 2022.
- Supplies & Materials are up 14.2% to reflect higher supplier prices and increased purchasing trends, largely for recycling containers.
- Other Professional Services are up 41.5% for the increased use of temporary services due to labor market constraints impacting staffing levels.

Building Inspection				
Estimated Sources	2021 Original Budget	2022 Proposed Budget	\$ Chg.	% Chg.
General Fund	2,097,800	2,148,000	50,200	2.4%
Total Sources	\$ 2,097,800	\$ 2,148,000	\$ 50,200	2.4%
Estimated Uses				
Personnel Costs	1,995,100	2,042,300	47,200	2.4%
Contracts & Materials				
Professional & Contractual Services	52,700	55,700	3,000	5.7%
Fleet & Fuel Charges	19,000	19,000	-	0.0%
Other Contracts & Materials	18,000	18,000	-	0.0%
Travel & Training	6,000	6,000	-	0.0%
Supplies & Materials	7,000	7,000	-	0.0%
Total Contracts & Materials	102,700	105,700	3,000	2.9%
Capital Equipment/Technology			-	N.A.
Total Uses	\$ 2,097,800	\$ 2,148,000	\$ 50,200	2.4%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Personnel Costs are up slightly, 2.4%, due to re-structuring of the Department of PND. Also, an employee previously budgeted in Building Inspection has transitioned to another Division.
- Slight increase in Other Professional Services, to support funding for temporary services for Plans Examination as needed.
- The remaining Contracts and Materials remain stable from 2021 to 2022.

Housing & Inspections				
Estimated Sources	2021 Original Budget	2022 Proposed Budget	\$ Chg.	% Chg.
General Fund	4,264,000	4,266,700	2,700	0.1%
Total Sources	\$ 4,264,000	\$ 4,266,700	\$ 2,700	0.1%
Estimated Uses				
Personnel Costs	2,935,600	2,935,300	(300)	0.0%
Contracts & Materials				
Professional & Contractual Services	209,800	43,000	(166,800)	-79.5%
Fleet & Fuel Charges	49,000	49,000	-	0.0%
Other Contracts & Materials	57,600	78,500	20,900	36.3%
Supplies & Materials	12,000	20,800	8,800	73.3%
Total Contracts & Materials	328,400	191,300	(137,100)	-41.7%
Capital Equipment/Technology		140,100	140,100	N.A.
Transfers	1,000,000	1,000,000		
Total Uses	\$ 4,264,000	\$ 4,266,700	\$ 2,700	0.1%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- The Personnel budget remains relatively unchanged from 2021 due to the PND re-organization.
- The 2022 Personnel budget does include the transition of Code Enforcement personnel from CDBG to the General Fund.
- Professional Services have declined \$166,800 due to the transition of contracts for housing stabilization and environmental to CDBG non-operating.
- Supplies and Materials are up 73.3% due to the transition of the supplies budget from the Zoning program during the re-org.

Airport Safety Services				
Estimated Sources	2021 Original Budget	2022 Proposed Budget	\$ Chg.	% Chg.
Aviation Operating	5,711,000	6,106,662	395,662	6.9%
Total Sources	\$ 5,711,000	\$ 6,106,662	\$ 395,662	6.9%
Estimated Uses				
Personnel Costs	4,636,200	4,939,749	303,549	6.5%
Contracts & Materials				
Indirect Cost Allocation	370,800	256,676	(114,124)	-30.8%
Facilities & Equipment Maintenance	264,300	360,600	96,300	36.4%
Professional & Contractual Services	267,200	313,137	45,937	17.2%
Supplies & Materials	120,300	139,300	19,000	15.8%
Other Contracts & Materials	52,200	97,200	45,000	86.2%
Total Contracts & Materials	1,074,800	1,166,913	92,113	8.6%
Capital Equipment/Technology			-	N.A.
Total Uses	\$ 5,711,000	\$ 6,106,662	\$ 395,662	6.9%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

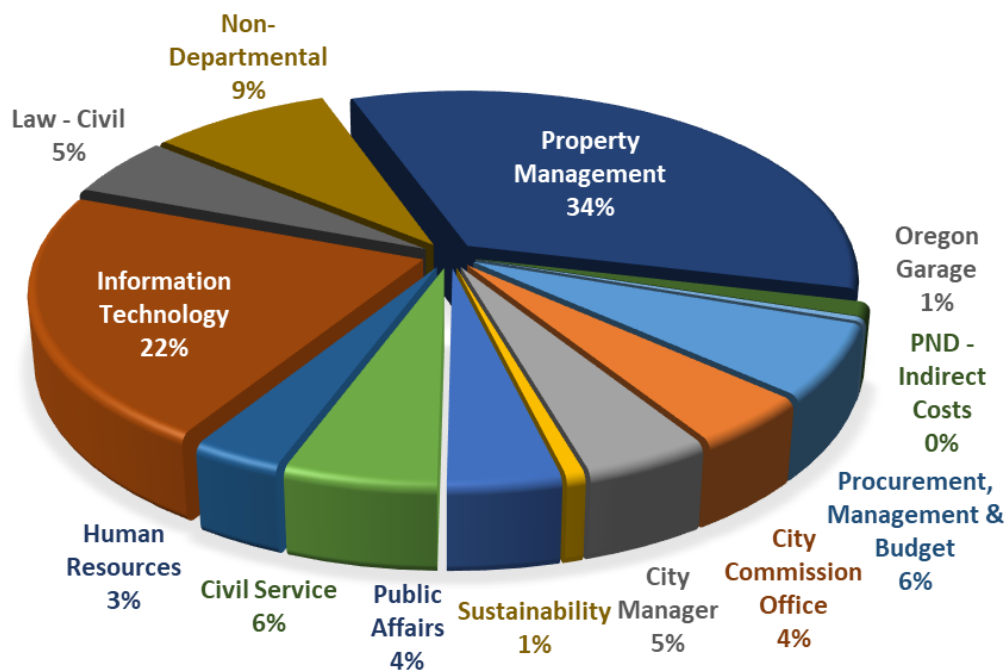
- Personnel costs increased 6.5% due to a departmental re-organization, including multiple positions' salaries being upgraded to the mid-point of the salary grade.
- Facilities and Equipment Maintenance is up 36.4% due to an increase in maintenance agreements as well as an increase in other equipment maintenance for the upkeep of the terminals AED, along with Fire and EMS equipment upkeep.

Detail by CSA: Corporate Services and Governance

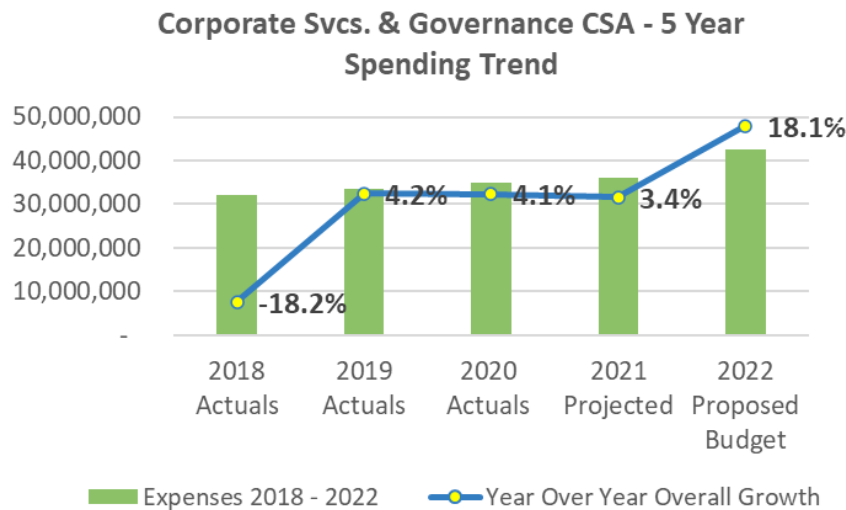
Budget Summaries

The Policy Objective of the Corporate Services and Governance Community Service Area is to ensure the efficient and effective use of taxpayer dollars in providing City Services while fostering a fair and just community. The CSA covers fifteen Program Areas spread across nine City Departments.

Program	2021 Original		2022 Proposed			
	Budget	# FTEs	Budget	\$ Chg.	% Chg.	# FTEs
Finance - Tax & Accounting	5,313,900	33	5,534,300	220,400	4.1%	36
Finance Administration	-	N.A.	235,000	235,000	N.A.	2
Utility Billing & Call Center	3,921,700	34	4,572,700	651,000	16.6%	37
Subtotal Finance Programs	9,235,600	67	10,342,000	1,106,400	12.0%	75
City Commission Office	1,255,400	13	1,411,400	156,000	12.4%	15
City Manager	1,321,900	8	1,458,800	136,900	10.4%	8
Sustainability	155,000	1	220,900	65,900	42.5%	2
Public Affairs	1,198,000	6	1,310,600	112,600	9.4%	6
Civil Service	1,399,600	14	1,772,900	373,300	26.7%	15
Human Resources	940,300	8.5	1,050,200	109,900	11.7%	8
Information Technology	6,860,000	27	6,991,700	131,700	1.9%	30
Law - Civil	1,470,300	10	1,693,900	223,600	15.2%	11
Procurement, Mgmt & Budget	1,889,100	14	2,020,200	131,100	6.9%	14
Non-Departmental	2,898,800	N.A.	2,768,400	(130,400)	-4.5%	N.A.
Property Management	10,291,300	32	11,000,000	708,700	6.9%	37
Oregon Garage	407,000	N.A.	392,500	(14,500)	-3.6%	N.A.
PND - Indirect Costs	139,700	N.A.	116,500	(23,200)	-16.6%	N.A.
Total Programs	\$39,462,000	201	\$42,550,000	\$3,088,000	7.8%	220

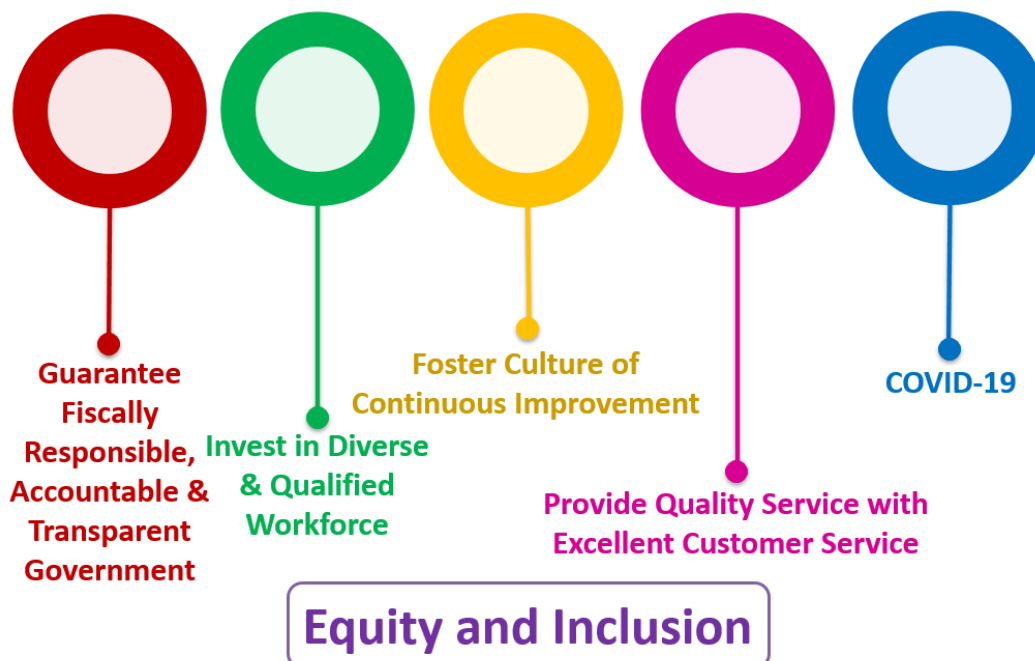


Below, a trend analysis for the Corporate Services and Governance CSA spending from 2018 through 2022's recommend allocation, segmented by program area.



2018 Actuals	2019 Actuals	2020 Actuals	2021 Projected	2022 Proposed Budget
\$ 32,132,453	\$ 33,469,926	\$ 34,825,545	\$ 36,017,298	\$ 42,550,000

Below are the Policy Priorities for the Corporate Services and Governance CSA. The following pages will detail 2021 outcomes by priority, as well as the 2022 “Path to Progress” for improved outcomes:





Program Performance

Priority: Guarantee Fiscally Responsible, Accountable & Transparent Government (PMB)

Program: Management and Budget

Program Strategic Objective: Allocate, balance, and analyze budget; monitor and report on financial performance. Provide consultation and research to inform policy and decision making.

Activity: Ensure budgetary compliance for revenues and expenditures

- **2021 Results:** 2020 year-end revenue exceeded the final forecast by 2.2% due to \$5.7 million in one-time BWC payments. After adjusting for the BWC payments, revenue had an unfavorable variance of 1%. Through Q3 of 2021, revenues are slightly over (favorable) the revised forecast while expenditures are currently under budget (favorable) by 5.5%. We expect to end the year with a small General Fund positive balance.
- **2022 Path to Progress:** Update the three-year General Fund forecast and address the structural imbalance to ensure strong fiscal performance beyond the three years of federal assistance funding (ARPA).

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% variance of revised revenue forecast to actuals	2.2%	0.0% to 3.0%	-1.9%	1.4%	0.0% to 3.0%
% variance of final expenditure budget* to actuals	2.3%	0.0% to 3.0%	5.8%	5.5%	0.0% to 3.0%

“Very strong management, with strong financial policies and practices under our financial management methodology; Strong budgetary performance...Very strong budgetary flexibility...”

S&P Global Ratings 2020 Report

Community Outcome: GO Bond Rating & Value of City Services Compared to Taxes



Activity: Manage and Promote Dayton Transparency Portal (Police and Your Dollars, Your Neighborhood)

- **2021 Results:** Through Q3 of 2021, the Dayton transparency portal has received 7,215 visits, averaging almost 27 visits per day. The Issue 9 page had 507 unique visitors through Q3, reflecting a nearly 18% increase.
- **2022 Path to Progress:** Expand the portal to share performance metrics related to the Dayton Recovery Plan. Increase interactions with the public by promoting the tool on social media and other digital media.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% change in number of visits for Dayton Transparency Portal	New Measure	New Measure	New Measure	7,215	3%
% change in number of visits for Issue 9 Page	526	10%	431	17.6% 507 visits	10%

Community Outcome: City of Dayton Transparency Rating with Residents





Activity: Conduct financial, operational, legislative, and other research and analysis for internal customers

- **2021 Results:** Staff contributed over 2,300 hours of research, analysis and expertise to other Departments in addition to their routine staff duties. This is an increase of 1% over the prior year and well surpasses our annual goal of 2,080 hours. Applied for over \$4.0 million in state/federal discretionary funds through the legislative advocacy process.
- **2022 Path to Progress:** Conduct in-house consulting services at the request of the City Manager's Office and the Departments to improve financial performance and operational efficiency. Total consultancy hours should exceed 1.0 FTE. Secure at least \$1.5 million in state/federal discretionary funds through legislative advocacy.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of staff consultant hours/FTE per year	1.25 FTE	2,080 hrs. or 1.0 FTE	2,326 hrs. or 1.1 FTE	2,340 hrs. or 1.1 FTE	2,080 hrs. or 1.0 FTE
\$ value of state/federal discretionary assistance	New Measure	>= \$1.5 million	New Measure	New Measure	>= \$1.5 million

Community Outcome: Value of Services & Programs Compared to Taxes



Activity: Develop and implement the process for deploying federal funds to maximize transformational benefit to the community

- **2021 Results:** Assisted the City Manager's Office with the process to deploy \$138 million in American Rescue Plan Act (ARPA) funds. Issued three Notices of Funding Opportunities (NOFOs) for Community and Small Business projects as well as an Idea Box. 170 applications were submitted including 31 ideas, totaling \$311.4 million in funding requests. Assisted with the drafting of the Dayton Recovery Plan for City Commission consideration.
- **2022 Path to Progress:** Conduct the required due diligence and review for Community and Small Business funding awards during the first half of 2022. Manage the budgetary, procurement, and compliance activities related to the Dayton Recovery Plan and other federal stimulus funds.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of projects and \$ value of projects	N/A	New Measure	N/A	New Measure	>=\$138M

Community Outcome: Value of Services & Programs Compared to Taxes



Program: Procurement



Program Strategic Objective: Provide fiscal oversight through accountable, responsible, ethical and transparent procurement practices, including cost and asset management.

Activity: Procurement through rebate programs

- **2021 Results:** Procurement negotiated \$87,600 in rebate revenue through Q3.
- **2022 Path to Progress:** Improve outreach efforts regarding the rebate program throughout the organization and increase participation. The target for 2022 will be revisited based on actual rebate program performance.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% savings net of the rebate on applicable annual spend	New Measure	$\geq 2.0\%$	New Measure	5.0%	$\geq 2.0\%$

Activity: Process purchase orders in a timely manner

- **2021 Results:** Through Q3 of 2021, Procurement processed 88% of purchase orders within 14.3 days.
- **2022 Path to Progress:** Review and modify internal processes and find automation opportunities to improve efficiency, and further align with procurement best practices.



Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of purchase orders processed within 30 days	92% <30 days	95% <30 days	94% <30 days	88% 14.3 days	95% <30 days

Community Outcome: Value of Services & Programs Compared to Taxes



Activity: Effectively manage vendor compliance with City policies and equitably provide opportunities for vendors within the City

- **2021 Results:** The Procurement Division made purposeful efforts to award to our PEP certified vendors even though many were highly impacted by the COVID-19 pandemic. If a vendor was multi-certified, their award was split evenly across their certifications. This information is based on purchase order spend only.
- **2022 Path to Progress:** Procurement will work to increase awards to PEP certified vendors, with particular attention made to minority-owned businesses in accordance with the focus of the Dayton Recovery Plan and other federal funding sources.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% utilization of PEP vendors (# of PEP certified vendors/# responded per bid)	New Measure	WBE: 6.5% MBE: 1.5% SBE: 10.0%	New Measure	WBE: 1.0% MBE: 3.0% SBE: 1.0%	WBE: 6.5% MBE: 6.0% SBE: 10.0%

Community Outcome: Value of Services & Programs Compared to Taxes





Activity: Facilitate asset disposal management for City

- **2021 Results:** Through Q3 of 2021, Procurement generated nearly \$25,000 in revenue from disposing obsolete equipment through GovDeals.
- **2022 Path to Progress:** Procurement will identify ways to increase participation in the City's asset disposal program, collaborate with other City Departments to identify assets that have reached their useful life, and dispose of these items through GovDeals to generate revenue.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of year-over-year revenue growth from asset disposal	New Measure	12.0%	New Measure	12.0%	12.0%

Community Outcome: Value of Services & Programs Compared to Taxes



Equity and Inclusion Lens:

PMB conducts policy research, management analysis and support to the City organization to assist with Diversity, Equity, and Inclusion (DEI) activities and goals.

PMB developed the data analytics underlying the social determinants of health index that informed the selection of the targeted geographies for the Dayton Recovery Plan. As ARPA funding is deployed in the targeted geographies, we will monitor the index to measure changes in community outcomes.

In 2022, we will work with the City Manager's Office to develop a formalized, data-driven process to incorporate Equity and Inclusion into the City's annual budget development. We are committed to providing data, analysis and other necessary structures to ensure that all City resources are framed with a DEI focus.

Priority: Guarantee Fiscally Responsible, Accountable & Transparent Government (Finance)

Objective: Provide quality services with excellent customer service

Activity: Answer calls in a timely manner

- **2021 Results:** The Consolidated Contact Center answers all calls related to City services, and through Q3 of 2021 145,178 calls were answered, of which 64.0% were answered within 2 minutes. While call volume increased by 20.0% (120,960 calls in 2020), for the same period in 2020, wait times increased due to staffing availability and more involved Housing Inspection calls. Finance is working with Public Works and PND to improve customer service delivery to reduce the length of these calls.
- **2022 Path to Progress:** We aim to improve call wait times and answer 85% of all calls within 2 minutes. A chat feature will be introduced allowing an agent to assist multiple customers simultaneously. In addition, the 2022 budget adds three Customer Service Technician positions to better manage the increasing call volume.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of calls answered in less than 2 minutes	75.0%	85.0%	77.0%	64.0%	85.0%

Equity and Inclusion Lens: The addition of the chat feature will help with communications for the hearing impaired and individuals with mobility issues that experience difficulties traveling downtown.



Objective: Provide quality services for utility customers

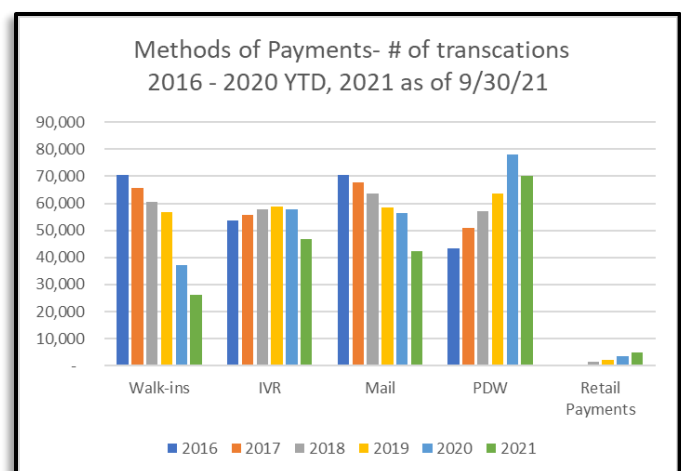
Activity: Promote DIY payment options for utility customers

- **2021 Results:** Finance continues to offer a variety of ways for customers to pay utility bills. Customers who registered for paydaytonwater.com to pay their utility bills through Q3 2021 increased by 6% from 16,059 in 2020 to 17,022 in 2021. Through Q3 of 2021, there were 4,390 utility bill payments processed at our retail partners' locations, an increase of 86% over 2020's retail payments.
- **2022 Path to Progress:** During Q4 of 2021, the Department issued a Request for Proposal to select a vendor to provide Electronic Bill Presentment and Payment processing (EBPP) and bill print mailing services. The new system will make bill payments more convenient, and customers can review account activity in real-time. Finance will continue to promote the use of paydaytonwater.com and will establish two Utility Account Analyst positions to proactively manage accounts.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of utility customers who registered for paydaytonwater.com	19.0% increase	5.0% increase	25.0% increase	6.0% increase	5.0% increase
% of utility bill payments made at retail partner stores	72.4% increase	10.0% increase	54.0% increase	86.0% increase	10.0% increase

Equity and Inclusion

Lens: Finance will evaluate policies and procedures, services and operations, and add options to equitably serve customers. Many technology improvements target those who may need additional bill payment support. Additional options will be explored, including implementing a hardship grant program to assist low-income residents.



Objective: Provide quality services for tax customers

Activity: Automate income tax electronic payment submission

- **2021 Results:** Through Q3 of 2021, the Income Tax Division processed 487 electronic tax payment forms totaling \$227,518 (317 distinct users), compared to 28 during the same period in 2020. The updated form was completed during Q3 of 2020. Finance reported 39 users at the end of October 2020.
- **2022 Path to Progress:** In 2022, the Income Tax Section will work with various vendors and City staff to add an ACH payment option to the current electronic payment form. To create efficiencies in processing individual tax returns, an electronic form will be created to accommodate submissions of annual returns, both with and without payments.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of customers utilizing automated Income Tax payment form	87	300	39	317	400

Equity and Inclusion Lens: To assist underserved areas in the community, the Department of Finance staff will be involved with the EITC Coalition and assist with Super Refund Saturday to ensure that taxpayers comply with all City Income Tax requirements.



Objective: Improve the efficiency of key financial processes used by all City Departments

Activity: Revise and automate City financial policies and processes

- **2021 Results:** Finance implemented an electronic Payment Authorization form in 2020 to allow more efficient and contactless invoice processing. Finance processed 154 requests for payments totaling \$3.9 million as of Q3 2021. Income Tax updated the Hotel/Motel Lodging Tax receipt process and created a new electronic payment form, to be finalized in 2022. A policy and process related to the transfer of the Dayton Convention Center to the Montgomery County Convention Facilities Authority was created outlining the distribution of Hotel Lodging Excise taxes and lease payments.
- **2022 Path to Progress:** The Department will continue to evaluate various financial policies and processes to ensure they are relevant, meet current business processes and are compliant with Federal, State, and local laws and ordinances. Finance will also identify ways to further automate various processes through Seamless Docs, OneSpan Workflow, and electronic Accounts Payable payment solutions with Fifth Third Bank. Policies addressing signatures, accounts receivable and accounts payable will be finalized by mid-year 2022.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of policies and processes revised and implemented	2	2	1	2	3

Equity and Inclusion Lens: Implementing this electronic payment solution has the potential to improve cash flow for small and disadvantaged business.

Objective: Collect cash timely, effectively, and according to established policies and procedures

Activity: Employ customer-friendly collection methods, yet aggressively collect and process cash payments

- **2021 Results:** Through Q3 2021, internal delinquent income tax collections totaled \$611,770 and the City's contracted collection agency collected \$65,083 or 75% of our annual target for a total of \$676,853. In addition to delinquent income tax, the City's contracted collection agency efforts have resulted in the gross collection of \$478,428 for all other delinquent accounts receivables through Q3 2021, which is up 49% over 2020. The total collection of all delinquent receivable collections through Q3 is \$1.2 million. Finance achieved higher collection rates by creating more flexible payment plan options like ACH to assist taxpayers in paying their tax obligations.
- **2022 Path to Progress:** Finance will continue to collect on delinquent income tax and other accounts receivables proactively and will issue a Request for Proposal to pursue a technology solution that will allow the City to manage accounts receivable more efficiently, while allowing customers the ability to review and pay their accounts online. A former temporary staff member will become a part-time Finance Technician to provide a higher level of service to customers who make payments.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
\$ value of collections for delinquent income tax	\$659,848	>\$900,000	\$409,500	\$676,853	>\$900,000

Equity and Inclusion Lens: By allowing more options to pay balances directly to the City, lower-income customers can avoid their accounts becoming delinquent and being referred to collections.

Objective: Ensure the City's debt portfolio is well-managed

Activity: Monitor the implementation of debt-financed capital projects and ensure Continuing Disclosure and Annual Information Filings are completed accurately

- **2021 Results:** For Fiscal Year 2020, Moody's Investors Service (Moody's) maintained as follows:
 - ✓ Moody's Investors Service (Moody's) general obligation, water, and sewer bond credit ratings at Aa2, and non-tax revenue debt rating at Aa3.
 - ✓ Standard & Poor's (S&P) affirmed general obligation bond and non-tax revenue bond credit ratings at AA, and water and sewer credit ratings at AA-. S&P also revised Aviation Revenue bonds outlook to stable from negative in April 2021 and affirmed its BBB credit rating.
 - ✓ Fitch affirmed its rating on the outstanding Aviation Revenue bonds at BBB.

Overall, the announcements from all three rating agencies attest to the continued confidence in Dayton's financial management practices and long-term stability. Treasury staff completed the review and submission of required Annual Information Filings for General Obligation (GO) and Aviation Revenue Debt. A review of the spend-down of debt-financed capital projects is in progress and on track for completion by the end of 2021. Arbitrage calculations are expected for the fourth quarter of 2021 to review the status of bond proceeds on projects financed in 2016 for GO and Aviation. In 2021, several meetings were held to review the spending of over 25 projects.

- **2022 Path to Progress:** Finance plans to issue Long Term GO debt and debt for Water capital projects at the lowest possible cost. Finance will also continue to maintain the existing portfolio and ensure compliance with all debt service requirements. We will also evaluate opportunities to refinance debt that result in cost savings in future years.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of projects monitored and meeting spend requirements	25	25	25	25	25
Maintain or improve City bond rating	Maintained	Maintain or Improve	Maintained	Maintained	Maintain or Improve

Equity and Inclusion Lens: Finance will work with Procurement, Management, & Budget to ensure projects funded with debt proceeds compliment the ARPA funding plan and where possible, enhance the physical infrastructure in targeted areas.

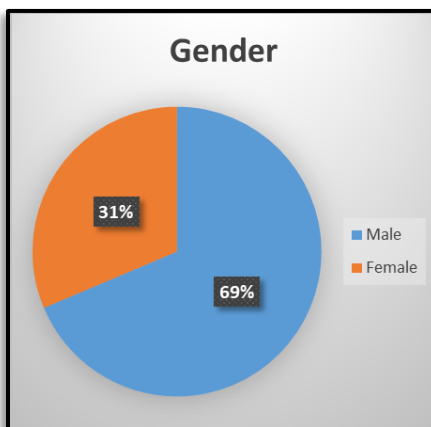
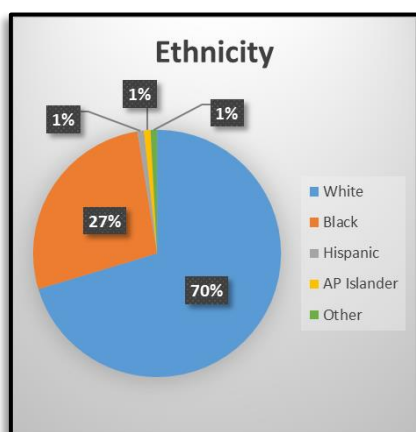
Priority: Invest in Diverse and Qualified Workforce (Civil Service)

Objective: Increase awareness of public sector employment with the City of Dayton to enhance a diverse workforce

Activity: Work with City Departments, identify targeted recruitment areas to increase awareness, and increase diversity in the City workforce

- **2021 Results:** Through Q3 of 2021, 118 individuals were hired, with the following demographics: White: 83 (70.3%); Black: 32 (27.1%); Hispanic: 1 (0.9%); Asian/Pacific Islander: 1 (0.9%); Other: 1 (0.9%)
- **2022 Path to Progress:** Departments will continue to engage with young people to encourage interest in future employment with the City. Aviation will expand their programming to ensure local DPS students are able to attend Air Camp.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% increase in diversified workforce	White: 72.7% Black: 21.6% Hispanic 1.1% Asian/Pacific: 1.1% Other: 3.4% Female: 33.0% Male: 67.0%	Based on Census Data Statistics	White: 71.6% Black: 21.6% Hispanic 1.4% Asian/Pacific: 1.4% Other: 4.1% Female: 35.1% Male: 64.9%	White: 70.3% Black: 27.1% Hispanic 0.9% Asian/Pacific: 0.9% Other: 0.9% Female: 31.4% Male: 68.6%	Based on Census Data Statistics

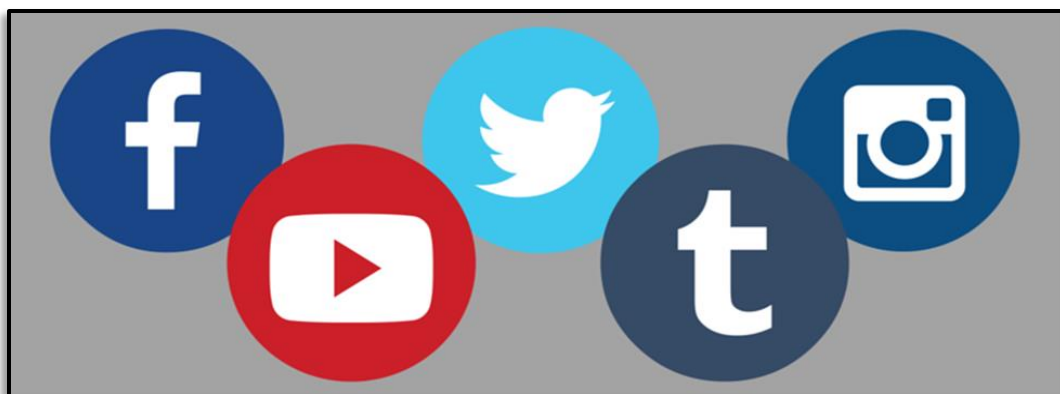


Objective: Increase the organizational wide exposure of job postings through social media

Activity: Collaboration with senior management and Departments to aggregate spending and job posting through social media and specialized forums

- **2021 Results:** Through Q3 of 2021, the City had a total of 6,724 applicants – City Website: 2,919 (43.4%) City Employee: 1,568 (23.3%) Indeed.com: 735 (10.9%) Family or Friend: 547 (8.1%) Other: 402 (6.0%) Social Media: 308 (4.6%) Dayton Public Schools Website: 90 (1.3%) Industry Website: 66 (1.0%) Newspaper: 53 (0.8%) Job Fair: 36 (0.5%).
- **2022 Path to Progress:** Identify applicant sourcing channels to increase/improve the applicant pool for vacant positions with the City of Dayton and Dayton Public Schools.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of applicants identified through social media and job search sites	11.5%	>40.0%	10.5%	15.5%	TBD



Priority: Invest in Diverse & Qualified Workforce (HR)

Program: Human Resources



Program Strategic Objective: Manage all City employee salary and compensation

Activity: Manage employee class & compensation processes

- **2021 Results:** Human Resources developed this measure during the new performance management process and does not have any data to report.
- **2022 Path to Progress:** The Department will perform a market review to verify that City employee compensation is competitive in the Dayton region. Human Resources will also administer all compensation matters flowing from the City's collective bargaining agreements.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of jobs aligned with market rate compensation	New Measure	$\geq 75.0\%$	New Measure	New Measure	$\geq 75.0\%$

Equity and Inclusion Lens: The Department will work to verify that all City compensation is merit based and does not adversely impact women and/or minority City employees.

Community Outcome: Value of Services & Programs





Activity: Manage NeoGov

- **2021 Results:** Human Resources developed this measure during the new performance management process and does not have any data to report.
- **2022 Path to Progress:** HR will administer the employee review and evaluation process for all City employees.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of quarterly evaluations performed	New Measure	>85.0%	New Measure	New Measure	>85.0%

Community Outcome: Value of Services & Programs





Priority: Culture of Continuous Improvement (HR)

Program: Organization Development and Training

Program Strategic Objective: Assist City employees and Departments with organization training and development.

Activity: Support the City's organizational development and training processes

- **2021 Results:** This is a new activity for 2021 developed through the revamped performance management process.
- **2022 Path to Progress:** Human Resources will endeavor to increase City employee participation in departmental training and tuition reimbursement programs. Our goal will be to improve the education and performance of City employees and supervisors within their respective jobs.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of employee training opportunities presented by December 31 st	New Measure	>= # trainings of prior calendar year	New Measure	New Measure	TBD
# of employees who participate and obtain a degree/certificate while in the tuition reimbursement program	New Measure	>= # of employees in the prior calendar year	New Measure	New Measure	TBD

Equity and Inclusion Lens: The Department's goal of improving supervisor education and training should directly impact the City's goal of equity and inclusion by verifying that all supervisors are appropriately trained and educated on addressing diversity within the City's workplace.

Community Outcome: Value of Services & Programs, Courteousness & Professionalism of City Staff



Activity: Administer all employee benefits

- **2021 Results:** New measure for 2022.
- **2022 Path to Progress:** Human Resources will work with Everside/Healthstat to continue to increase DOC utilization and the availability of health services for City employees.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
Annual ROI Anthem savings equals to the cost of running DOC	New Measure	ROI from the DOC > 1.0	New Measure	2.38	ROI from the DOC > 1.0

Activity: Administer City's Safety and Worker's Compensation program

- **2021 Results:** New Measure for 2022.
- **2022 Path to Progress:** Human Resources will work with City Departments to reduce the number and severity of City employee injuries. As well as implement a new safety program in the field with safety compliance analysis

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of medical only claims	New Measure	>= 85.0% of all claims will be medical only	New Measure	New Measure	>= 85.0% of all claims will be medical only

Community Outcome: Value of Services & Programs





Program Strategic Objective: Provide direction to all City staff concerning City rules, requirements and expectations.

Activity: Create, manage and update all City policies

- **2021 Results:** New measure for 2022.
- **2022 Path to Progress:** Human Resources will work with City administration to draft, manage and update all City policies to verify City compliance with local, state and federal law.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of personnel policies reviewed and updated each calendar year	New Measure	>/= 25.0%	New Measure	New Measure	>/= 25.0%

Equity and Inclusion Lens: Human Resources will review all policies with the City administration and the Equity and Inclusion Taskforce to verify that new City policies and/or policy updates do not adversely impact the City's goals for equity and inclusion.

Community Outcome: Value of Services & Programs, Courteousness & Professionalism of City Staff



Program: Sustainability Office

Program Strategic Objective: Advance City programs to maximize Sustainability (115 projects listed in the Sustainability Strategy).

Activity: Undertake an inventory of carbon emissions from the community and the City organization

- **2021 Results:** New measure for 2022. The inventory is currently underway and should be completed by the end of December 2021 or early 2022.
- **2022 Path to Progress:** Sustainability office will collaborate with various Departments including Water, Aviation, Facilities, Human Resources, and Planning to gather information and data on carbon emissions generated through City services and activities.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of carbon emissions by type of source	New Measure	New Measure	New Measure	New Measure	TBD

Equity and Inclusion Lens: The protection of natural resources and limiting harmful greenhouse gas emissions are vital to the health and wellbeing of citizens within the Dayton region. The City can only be as strong as the health of our water and air. This strategy supports current and future projects that ensure our natural resources are protected and carbon emissions limited for a more sustainable future.

Community Outcome: Value of Services & Programs



Activity: Lock into an electric aggregation rate and communicate options to community

- **2021 Results:** New measure for 2022.
- **2022 Path to Progress:** Sustainability office will collaborate with the Office of Public Affairs to communicate options for electric aggregation rate to the community to create a buying group with a greater bargaining power and work to achieve this goal as set within the Climate Emergency that was passed by the City of Dayton Commission.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of renewable energy generated	New Measure	100.0%	New Measure	New Measure	100.0%

Equity and Inclusion Lens: Lower and more stable electric prices can help lower income communities access renewable energy and increase renewable energy within the Dayton region. The electric aggregation program can protect the ecological environment and ensure economic ramifications to ensure equity for all.

Community Outcome: Value of Services & Programs

Priority: Provide Quality Service with Excellent Customer Service (PW)



Program: Property Management

Program Strategic Objective: Maintain City facilities and streetlights and reduce energy consumption to ensure a safe and effective work environment.

Activity: Implement energy savings solutions

- **2021 Results:** This is a new measure.
- **2022 Path to Progress:** The Department will manage City facilities HVAC systems and building envelopes to reduce energy consumption. All City owned streetlights have been upgraded to LED and new agreement with Miami Valley Lighting (MVLt) will upgrade all streetlights to LED in 2022 & 2023, which will reduce the City's energy consumption going forward.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% reduction in energy consumption per quarter	New Measure	New Measure	New Measure	New Measure	TBD

Community Outcome: Safety in Neighborhoods and Value of Services & Programs



Priority: Provide Quality Service with Excellent Customer Service (IT)

Objective: Provide effective and responsive IT services and support for internal City customers

Activity: Properly align people, processes, and technology to ensure the predictable, consistent, and timely delivery of IT services and support

- **2021 Results:** Began the process of modeling City of Dayton IT operations to reflect industry best practices. As a result, the average number of days to resolve a customer ticket has been reduced by 3.5 days. Additionally, further reductions in resolution times will be driven by more appropriately categorizing IT incidents, IT service requests and technology-related projects.
- **2022 Path to Progress:** Fully implement a new IT service management system (Team Dynamix) and begin building the data sets needed to drive continual improvement and enhanced IT value delivery.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
Average # of business days to customer resolution	21	12	15	11.5	Incidents: 2 Days Requests: 5 Days



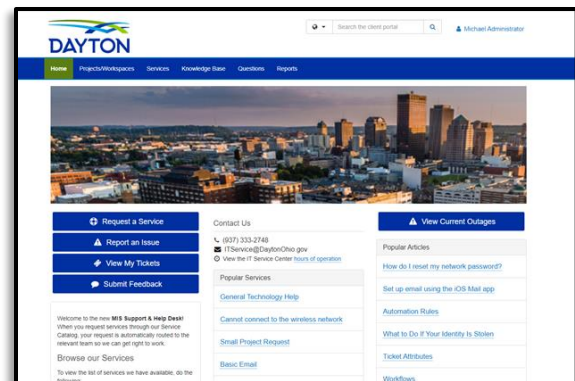
Other Activity: Citywide enrollment of self-service password reset tool

- **2021 Results:** Improved functionality of password management tool, drove increased communications via multiple channels to improve customer awareness, and set mandatory enrollment for all City of Dayton domain users. 1,325 users are currently enrolled.
- **2022 Path to Progress:** Work with Water and Aviation to fully deploy mandatory enrollment in the password self-service system.

Password Reset Link: <https://passwordreset.daytonohio.gov>

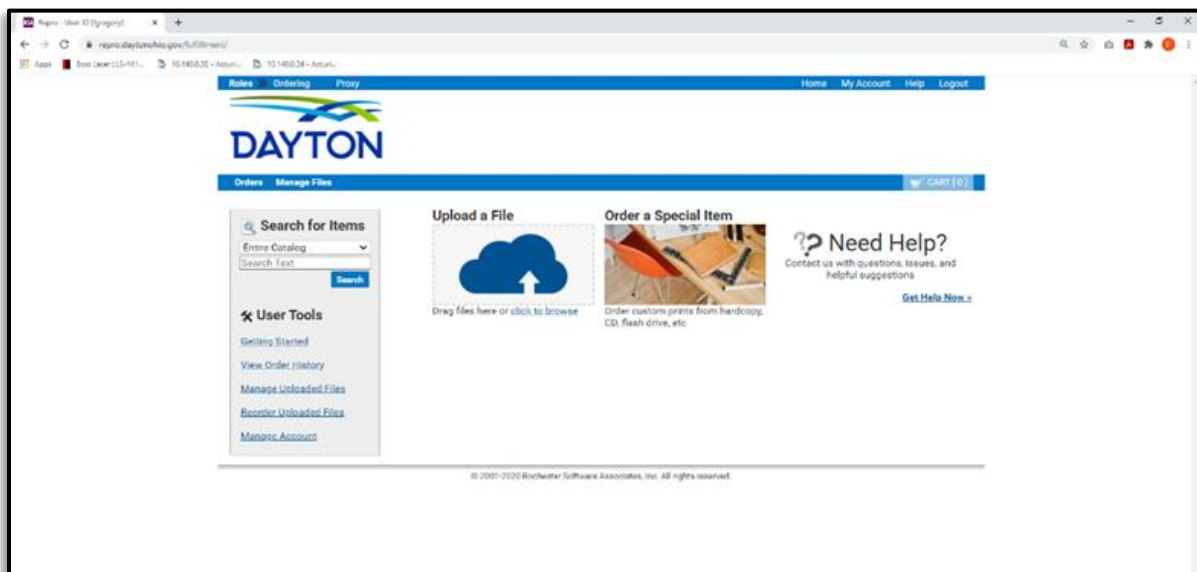
Other Activity: Provide a self-service option for requesting IT services and support

- **2021 Results:** Deployed a self-service option for submitting requests for IT services and support. A total of 93 self-service requests were placed through Q3 2021.
- **2022 Path to Progress:** Utilize new service management platform to create a comprehensive IT portal for internal City customers. The portal will not only provide the ability to request IT services but will also allow customers to check the status of requests, browse and better understand IT services, and select and review training materials. Additionally, our goal is to increase self-service tickets submitted in 2022 by a minimum of 50.0%.



Other Activity: Provide a digital portal for the procurement of products and services from Reproduction

- **2021 Results:** Fully deployed WebCRD during Q1 of 2021. Online orders now represent 67.2% of all reproduction requests for service. Through Q3 of 2021, there are 127 active customers using the portal. There were over 1,200 individual items ordered using WebCRD thus far in 2021.
- **2022 Path to Progress:** Continue to drive adoption and utilization of WebCRD while also evaluating opportunities for improvement.

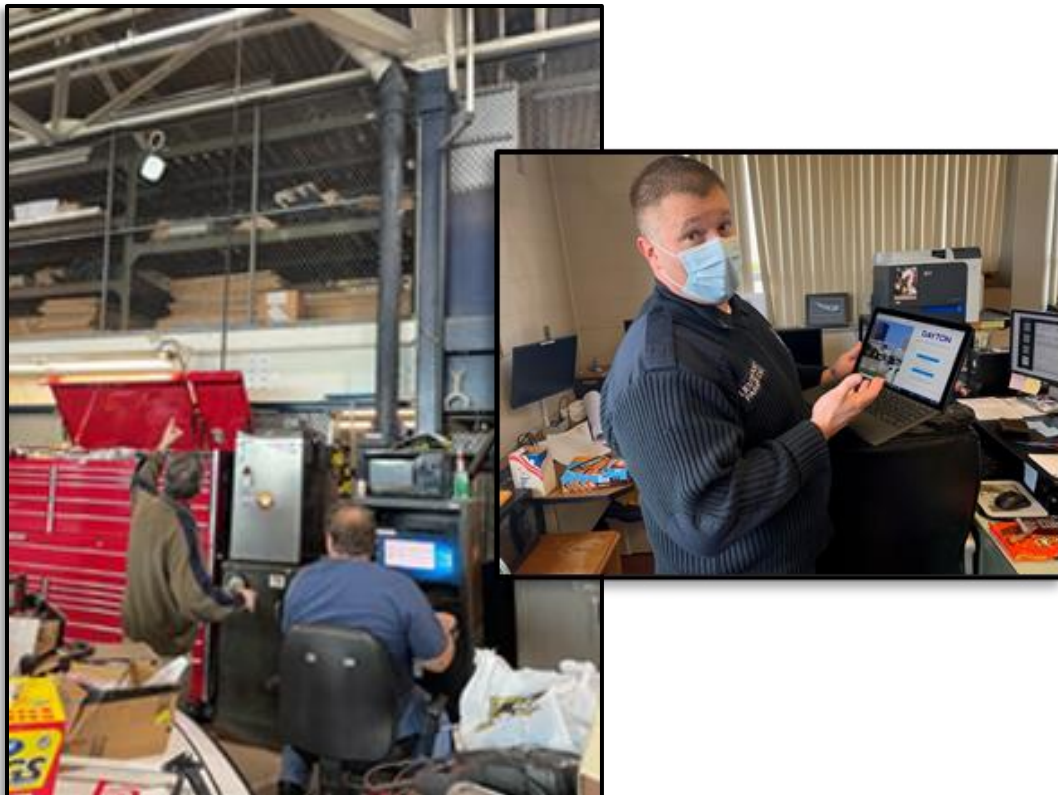


Objective: Expand and enhance the City of Dayton Wi-Fi Network

Activity: Improve coverage, resiliency, security, and quality of Wi-Fi services at select City facilities

- **2021 Results:** Completed installation and configuration of new Wi-Fi services at the following locations: City Hall/6 floors, One Stop/5 floors, Fire Garage, Fire Training Center, Fleet, Fire Headquarters, Company 4, and the Water Department. A total of 150 Wi-Fi access points were deployed.
- **2022 Path to Progress:** Identify high priority areas of need for Wi-Fi and work with impacted Departments to determine costs and funding strategies.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of floors/locations upgraded with new Wi-Fi hardware	0	11 (City Hall-6; One Stop-5)	0	17	TBD



Objective: Enhance and expand the City of Dayton fiber optic network

Activity: Enhance and expand the fiber optic network to City of Dayton assets that are currently utilizing leased infrastructure for connectivity

- **2021 Results:** Worked collaboratively with Public Works to expand the fiber network to Kettering Fields. Additionally, in order to contain costs, efforts were put forth to create a Point-to-Point VPN connectivity between City and airport infrastructures, which allowed for the reduction of an additional leased metro-ethernet circuit from AT&T.
- **2022 Path to Progress:** Utilize grant funding to further expand and enhance the City of Dayton's fiber network.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of new facilities that are now directly connected to the City of Dayton network	1	2	1	2	TBD

Equity and Inclusion Lens: Our hope is to utilize fiber infrastructure to make significant improvements in the digital equity among the City of Dayton neighborhoods. Additionally, our fiber infrastructure could be effectively utilized as an economic development lever to bring new businesses to West and Northwest Dayton.



Objective: Engage local students to further their interest in technology and its use in local governments

Activity: Continue to establish and enhance relationships with local colleges, universities, and the Dayton Public Schools

- **2021 Results:** Partnered with the University of Dayton to host an Exploring Careers in MIS workshop for entering freshman, served on the Sinclair Community College Department of Science & UD MIS Advisory Boards, donated equipment to support Ponitz CTC Cybersecurity lab, provided an internship opportunity for a McIntosh Scholar as they pursue a degree in MIS.
- **2022 Path to Progress:** Remain active on both Sinclair & UD MIS Advisory Boards and continue partnership with Ponitz CTC. Expand outreach to additional local colleges & universities (Central State, Wright State and Wilberforce).

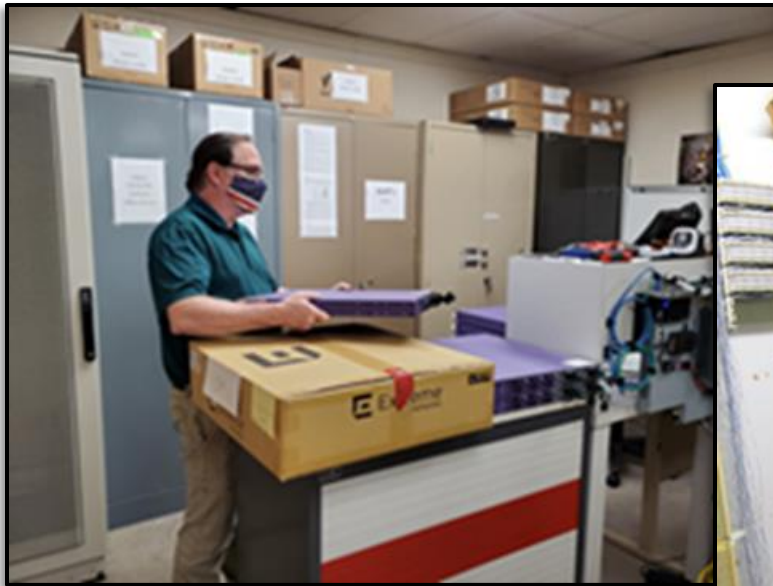
Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
Collaborate with DPS & local colleges/universities to create awareness and interest in City careers	No action in 2020 due to COVID	Virtual engagement& collaboration	No action in 2020 due to COVID	Engaged with UD, Sinclair& Ponitz CTC	Sinclair & UD MIS Advisory Boards, Ponitz CTC, new collage partnerships

Equity and Inclusion Lens: The Department will continue to engage with Dayton Public Schools and local universities/colleges to provide experiential learning opportunities for minorities and underserved populations.



Other Activity: Began the first phase of upgrading the City of Dayton network infrastructure

- **2021 Results:** Procured, configured, and began deploying 66 switches across 43 individual sites.
- **2022 Path to Progress:** Complete phase one switch/router deployments and begin planning and budgeting for subsequent phases.



Priority: Provide Quality Service with Excellent Customer Service (Public Affairs)



Program: Public Affairs

Program Strategic Objective: Build trust and goodwill with the community through proactive and transparent communication. Act as the leading source of information about Dayton City government by creating and sharing effective messages and compelling stories that foster positive community engagement and connection with our stakeholders.

Activity: Send out press releases on programs and legislation passed/approved by City Commission and City Manager

- **2021 Results:** Public Affairs has recorded 175 earned media hits through Q3 2021.
- **2022 Path to Progress:** Continue to tell the City's story through media releases, pitched stories and video.

Equity and Inclusion Lens: Starting in 2022, we will use a digital and an open by default approach to communications, in addition to traditional media. Traditionally, residents have relied on print/news media, however, data indicates that the median age in Dayton is 33 and black and brown residents are more likely to use social media. Mediums like Instagram and YouTube are favored engagement tools, and we intend to utilize these mediums to reach all residents.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of earned media hits per quarter	173	120	137	175	120

Community Outcome: City's Handling of Issues, Value of Services & Programs



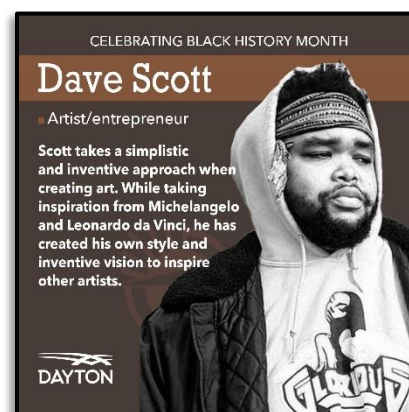
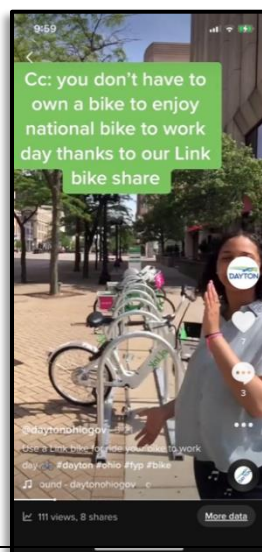
Activity: Maintain and update digital media on a regular basis

- **2021 Results:** This is a new measure that was developed through our performance management process in 2021.
- **2022 Path to Progress:** Public Affairs is working to develop a strategy to grow its followers on social media – specifically Instagram and Tik Tok. Since the followers of these mediums tend to skew younger, 25 to 34 for Instagram and 16 to 24 on Tik Tok, we are attempting to expand our reach to all residents with targeted messaging.

Equity and Inclusion Lens: Younger residents use social media regularly and these mediums will be used to develop a strategy and editorial calendar to promote engagement with the City for these users. Our goal is to create a less formal dialogue with residents, while highlighting and educating them on City services and how to access them.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% increase in # of followers on Instagram & Tik Tok	New Measure	5.0%	New Measure	New Measure	5.0%

Community Outcome: City's Handling of Issues, Value of Services & Programs





Activity: Maintain and grow Cerkl newsletter subscribers

- **2021 Results:** This is a new measure, but there are currently 3,000 subscribers. Through the end of Q2 2021, the newsletter gained 86 new subscribers.
- **2022 Path to Progress:** Public Affairs has managed the newsletter for years, and it allows the subscriber to customize and select the information they would like to receive from the City. We plan to revamp and develop a marketing plan for 2022 to better promote the product.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% increase in annual electronic newsletter subscribers	New Measure	5.0%	New Measure	New Measure	5.0%



Community Outcome: City's Handling of Issues, Value of Services & Programs



Activity: Work with the media to foster positive relationships and pitch ideas and stories

- **2021 Results:** The Marketing Maestros team identified three positive stories to pitch – Homegrown Heroes Fire Program, Illegal Dumping, CARES funding & new safety improvements in City buildings.
- **2022 Path to Progress:** Work with a cross functional team to identify potential stories and/or projects to develop a coordinated pitch for media and social media content.

Equity and Inclusion Lens: Public Affairs seeks to highlight stories in the press that call attention to positive occurrences in our community or highlight a behavior we wish to change or bring attention to. We will use data from Zencity, Social Media Analytics, City Commission Meetings or Marketing Maestros to determine what services and/or successes to highlight. We will specifically focus on those areas that affect communities like Illegal Dumping.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of ideas developed by the Marketing Maestros pitched to local media outlets	New Measure	3	New Measure	3	10



Community Outcome: City's Handling of Issues, Value of Services & Programs

Program: Law Civil Division

Objective: Ensuring the efficient and effective use of taxpayer dollars as it relates to the City of Dayton Moral Obligation Claim Process

Activity: Review and approval of two attorneys for payment of any claim. Re-evaluation of denied claims upon request. Process claim in 6 to 8 weeks

- **2021 Results:** Claim processing has been caught up from the suspension due to COVID-19, and we have been able to meet the 6-to-8-week timeline for processing.
- **2022 Path to Progress:** Continue to process all claims within a 6-to-8-week timeframe.

Equity and Inclusion Lens: Our goal to process claims in a timely manner is particularly important for low-income or fixed-income citizens. Oftentimes, claimants are unable to front the money for damages they incur and rely on an expedited process to get the money from the City before repairs can be made. Depending on their claim, this could leave someone without a working vehicle, or a damaged house, etc. for a significant amount of time.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% moral obligation claims that have undergone established procedure	30.0%	100%	30.0%	100%	100%



Objective: Reduce litigation costs of outside legal counsel by retaining work in house where appropriate

Activity: Witness preparation and depositions conducted by City Attorney

- **2021 Results:** Conducted 24 depositions in-house.
- **2022 Path to Progress:** As we fulfill vacant positions within the Law Department, we will seek out talented, diverse individuals that will assist us with keeping as much litigation in-house as possible. This significantly reduces the cost of litigation. Continued training for our current attorneys will assist with this goal as well. Having talented and skillful staff will continue to allow us to do our own witness preparation and depositions to further reduce the need for outside sources.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of depositions conducted by staff	12	6	9	24	12

Equity and Inclusion Lens: Our Department has been highly focused on hiring diverse candidates as we desire to have a team that reflects the community in which we work. Although it has been a challenge with the existing competitive market, we have had recent success in increasing our diversity. We have also sought out diverse candidates through externships and internships with the University of Dayton and Sinclair Community College. We look forward to offering opportunities for diverse students to gain experience in a law office setting. Additionally, Director Doseck currently sits on the Dayton Bar Association's Diversity Committee.



Priority: COVID-19 Response (Procurement, Management & Budget)

Activity: Facilitate CARES oversight, compliance, and supply needs Citywide

- **2021 Results:** Managed over \$17 million of CARES dollars by performing the following activities:
 - Bid, ordered, received and distributed additional \$2 million of sanitation supplies.
 - Bid, ordered, received and distributed additional \$3 million of PPE.
 - Managed and closed \$8 million dollars of CORF and Cultural contracts.
 - Ensured compliant project closeout and reporting at both the state and federal levels.
- **2022 Path to Progress:** Continue to monitor and distribute PPE/Sanitation supplies to Departments.



Priority: COVID-19 Response (Law Civil Division)

Activity: Provided legal support for federal funding compliance

- **2021 Results:** The Law Department, PMB and Finance worked closely together to help distribute COVID-19 relief funds. This included interpreting federal rules and guidelines, drafting internal rules, creating an application process, drafting contracts for awards, and project cleanup. The Department also worked closely with the Commission and the City Manager's Office to draft legislation to protect the general public, and with Human Resources to create policies to allow employees to safely return to work.
- **2022 Path to Progress:** The Department will continue assisting other departments with their COVID-19 related legal issues to ensure smooth and safe operations for all employees.



Priority: COVID-19 Response (Finance)

Activity: Provide customers with alternative or contactless means to maintain compliance with financial obligations

- **2021 Results:** Finance put forth several service enhancements to ensure customers could continue to meet their financial obligations to the City during the ongoing pandemic and shutdowns.
 - Income Tax welcomed 613 taxpayers through Q3 2021 who took advantage of the online appointment scheduler. By scheduling an appointment customers could avoid waiting in lines for assistance, and through the scheduling tool, they could also upload documents needed to finalize their returns.
 - The Consolidated Contact Center continued to use the online referral form created in 2020 for third-party agencies to make payments for economically

challenged utility customers. Through Q3 2021, 438 pledge commitments were processed for utility customers needing assistance with their utility bills totaling \$74,822.

- **2022 Path to Progress:** The Department will continue to transition services, policies, and forms to facilitate social distancing and safe interaction with Finance staff and financial obligations.

Activity: Develop and implement Continuity of Operations Plan to ensure essential fiscal functions are maintained while keeping staff and customers safe

- **2021 Results:** As of Q3 2021, all Finance staff are working full-time in the office. Staff were transitioned to the first floor and barriers were installed to comply with social distance guidelines. Finance continues to use Zoom or Teams meeting platforms. If groups are more than the recommended allowance, the meetings are relocated to a facility that can accommodate a larger group setting safely. We have continued with the sanitizing protocol and wipe down processes throughout the department.
- **2022 Path to Progress:** The Department will continue to review, update, and operate from our comprehensive plan to ensure that we provide our services without interruption and while keeping staff and customers healthy.

Activity: Ensure all grant funds received for the mitigation of COVID-19 are properly recorded and monitored for grant compliance

- **2021 Results:** In May of 2021, the City received APRA funds for \$69 million. Second tranche expected to be the same. Staff in various sections of Finance, including Treasury, Financial Analysis and Payroll and Disbursements partnered with Procurement, Management, and Budget to take receipt of the funds, ensure cash was properly invested, established the appropriate fund structure, and provided technical assistance to internal working groups on the development of City projects. In addition, Finance staff ensured 2020 CARES funding was properly accounted for and managed with various departments including Aviation.
- **2022 Path to Progress:** Finance will continue to provide support and technical assistance to all inter-departmental teams to ensure proper expense accounting and ARPA and CARES grant close-out requirements are met. In addition, we will ensure that all records and information are accurate for review by the Auditors during our 2021 audit, which will be in February 2022.

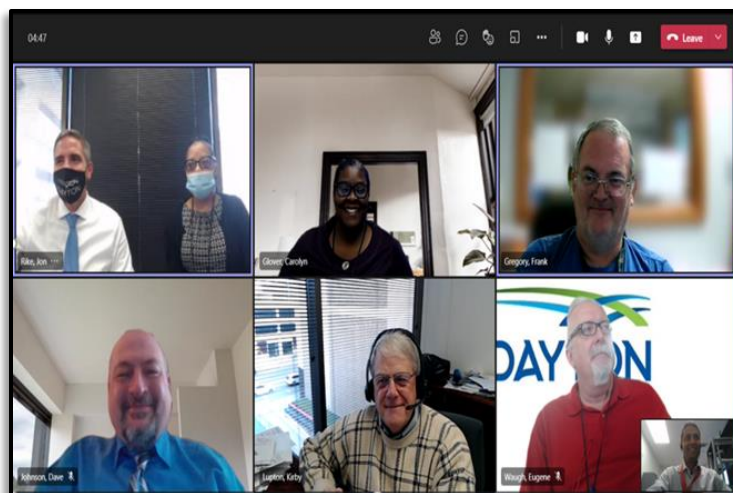
Priority: COVID-19 Response (IT)

Activity: Support remote workers

- **2021 Results:** Facilitated and supported remote work accommodations by implementing the following solutions:
 - Distributed more than 300 laptops and docking stations for City of Dayton employees
 - Deployed Microsoft Intune Mobile Device Management (MDM) platform to quickly onboard, configure, secure and support remote workers' devices
 - Utilized VMware Horizon system to provide secured access to City of Dayton applications for employees working remotely
 - Deployed softphone technology to allow remote workers to place and receive calls via their PC as if they were in the office
- **2022 Path to Progress:** Expand the usage and utilization of both Intune and VMware Horizon while also creating specific IT security training for those who have been granted work from home privileges/access.

Activity: Support web and video conferencing

- **2021 Results:** The IT Department researched, procured, and installed 21 conference room camera systems in a variety of locations throughout City offices. Additionally, 300 high-definition desktop cameras were also procured and distributed to increase employees' ability to participate in remote meetings while maintaining social distancing.
- **2022 Path to Progress:** Continue to assess and identify areas of need to assist in providing the ability to collaborate and engage while maintaining social distance.



Priority: COVID-19 Response (Public Affairs)

Activity: Continue to keep the public informed as it relates to COVID-19 and the City response

- **2021 Results:** Since January, Public Affairs produced and or posted more than a dozen messages related to COVID-19. This was in addition to numerous links and posts shared from our partners.
- **2022 Path to Progress:** We will continue to highlight safety measures as it relates to COVID-19 for 2022.



Recommended Budget Detail

Procurement, Management & Budget				
Estimated Sources	2021 Original	2022 Proposed	\$ Chg.	% Chg.
	Budget	Budget		
General Fund	1,889,100	2,020,200	131,100	6.9%
Total Sources	\$ 1,889,100	\$ 2,020,200	\$ 131,100	6.9%
Estimated Uses				
Personnel Costs	1,481,000	1,615,800	134,800	9.1%
Contracts & Materials				
Other Professional Services	356,500	358,900	2,400	0.7%
Travel & Training	13,900	9,400		
Supplies & Materials	11,900	11,300	(600)	-5.0%
Internal Reproduction Charges	10,800	10,800	-	0.0%
Others	15,000	14,000	(1,000)	-6.7%
Total Contracts & Materials	408,100	404,400	(3,700)	-0.9%
Total Uses	\$ 1,889,100	\$ 2,020,200	\$ 131,100	6.9%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Personnel costs are up 9%, as the 2022 budget does not include Cost Savings Days and one Health Insurance Holiday. The budget includes contractual wage increases for 2021 and 2022.
- C&M is down slightly due to cost containment measures.

Civil Service				
	2021 Original Budget	2022 Proposed Budget	\$ Chg.	% Chg.
Estimated Sources				
General Fund	1,399,600	1,772,900	373,300	26.7%
Total Sources	\$ 1,399,600	\$ 1,772,900	\$ 373,300	26.7%
Estimated Uses				
Personnel Costs	1,185,200	1,381,900	196,700	16.6%
Contracts & Materials				
Other Professional Services	115,100	261,200	146,100	126.9%
Computer Maintenance	37,500	79,000	41,500	110.7%
Legal Services & Advertising	14,000	18,000	4,000	28.6%
Travel & Training	8,800	8,500	(300)	-3.4%
Others	24,300	24,300	-	0.0%
Total Contracts & Materials	199,700	391,000	191,300	95.8%
Transfer to Technology	14,700	-	(14,700)	-100.0%
Total Uses	\$ 1,399,600	\$ 1,772,900	\$ 373,300	26.7%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Personnel is up 17% due to a Civil Service Associate position being restored, as well as contractual wage increases.
- Other Professional Services increased by 127% as a result of associated costs with two recruit classes for Police and Fire.
- Computer Maintenance cost are up \$41,500, reflecting the inclusion of JobAps expenses that were formerly in the Technology Fund.

Public Affairs				
Estimated Sources	2021 Original Budget	2022		% Chg.
		Proposed Budget	\$ Chg.	
General Fund	1,198,000	1,310,600	112,600	9.4%
Total Sources	\$ 1,198,000	\$ 1,310,600	\$ 112,600	9.4%
Estimated Uses				
Personnel Costs	603,100	662,400	59,300	9.8%
Contracts & Materials				
Other Professional Services	444,800	444,300	(500)	-0.1%
Marketing/Promotional Ads	85,000	85,000	-	0.0%
Miscellaneous	28,900	25,000	(3,900)	-13.5%
Supplies and Materials	22,000	18,100	(3,900)	-17.7%
Others	14,200	15,800	1,600	11.3%
Total Contracts & Materials	594,900	588,200	(6,700)	-1.1%
Capital Equipment/Technology	-	60,000	60,000	N.A.
Total Uses	\$ 1,198,000	\$ 1,310,600	\$ 52,600	9.4%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Personnel is up due to inflationary increases.
- 2022 Capital allocation for captioning equipment.

Human Resources				
Estimated Sources	2021 Original Budget	2022 Proposed Budget	\$ Chg.	% Chg.
General Fund	940,300	1,050,200	109,900	11.7%
Total Sources	\$ 940,300	\$ 1,050,200	\$ 109,900	11.7%
Estimated Uses				
Personnel Costs	714,300	832,100	117,800	16.5%
Contracts & Materials				
Other Professional Services	160,400	157,500	(2,900)	-1.8%
Travel	20,000	15,000	(5,000)	-25.0%
Supplies and Materials	14,200	14,200	-	0.0%
Miscellaneous	14,000	14,000	-	0.0%
Others	17,400	17,400	-	0.0%
Total Contracts & Materials	226,000	218,100	(7,900)	-3.5%
Total Uses	\$ 940,300	\$ 1,050,200	\$ 109,900	11.7%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- The \$118,000 increase in HR's personnel costs reflects no Cost Savings Days; line, step and wage adjustments; and the addition of an Office Manager.

Law - Civil				
Estimated Sources	2021 Original Budget	2022 Proposed Budget	\$ Chg.	% Chg.
General Fund	1,470,300	1,693,900	223,600	15.2%
Total Sources	\$ 1,470,300	\$ 1,693,900	\$ 223,600	15.2%
Estimated Uses				
Personnel Costs	1,207,800	1,326,600	118,800	9.8%
Contracts & Materials				
Legal & Professional Services	224,600	319,600	95,000	42.3%
Travel	12,300	12,700	400	3.3%
Supplies and Materials	9,000	9,000	-	0.0%
Miscellaneous	10,000	20,000	10,000	100.0%
Others	6,600	6,000	(600)	-9.1%
Total Contracts & Materials	262,500	367,300	104,800	39.9%
Total Uses	\$ 1,470,300	\$ 1,693,900	\$ 223,600	15.2%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Personnel costs up 10%, reflecting 50% of Chief Counsel position moving into General Fund from Aviation, and the vacant Assistant Attorney I position being filled.
- Increase in Legal & Professional Services for publishing, reporting and language services expenses.

Finance Tax & Accounting				
	2021 Original	2022 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	5,313,900	5,534,300	220,400	4.1%
Total Sources	\$ 5,313,900	\$ 5,534,300	\$ 220,400	4.1%
Estimated Uses				
Personnel Costs	3,022,700	3,452,900	430,200	14.2%
Contracts & Materials				
Auditing Services	108,700	82,800	(25,900)	-23.8%
Consulting & Other Professional Services	1,187,700	964,100	(223,600)	-18.8%
Postage & Reproduction	36,600	43,400	6,800	18.6%
Management Contracts	867,500	865,200	(2,300)	-0.3%
Supplies and Materials	30,000	53,000	23,000	76.7%
Others	60,700	72,900	12,200	20.1%
Total Contracts & Materials	2,291,200	2,081,400	(209,800)	-9.2%
Total Uses	\$ 5,313,900	\$ 5,534,300	\$ 220,400	4.1%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Personnel is up 14%, reflecting an increase of 3 FTEs and wage adjustments.
- 19% decline in Consulting & Other Professional Services reflects reduced expenses from reorganization.

Finance Administration				
Estimated Sources	Original Budget	2022 Proposed Budget	\$ Chg.	% Chg.
General Fund	-	235,000	235,000	
Total Sources	\$ -	\$ 235,000	\$ 235,000	N.A.
Estimated Uses				
Personnel Costs	-	230,000	230,000	N.A.
Contracts & Materials				
Supplies and Materials	-	5,000	5,000	
Total Contracts & Materials	-	5,000	5,000	N.A.
Total Uses	\$ -	\$ 235,000	\$ 235,000	N.A.
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- The Division was established in 2021 as a part of the reorganization.

Utility Billing & Call Center				
Estimated Sources	Original Budget	Proposed Budget	\$ Chg.	% Chg.
Water Fund	3,921,700	4,572,700	651,000	16.6%
Total Sources	\$ 3,921,700	\$ 4,572,700	\$ 651,000	16.6%
Estimated Uses				
Personnel Costs	2,637,600	3,196,800	559,200	21.2%
Contracts & Materials				
Other Professional Services	705,000	825,000	120,000	17.0%
Indirect Cost Allocation	112,500	119,800	7,300	6.5%
Fleet Charges & Gasoline	75,000	80,000	5,000	6.7%
Consulting Services	150,000	-	(150,000)	-100.0%
Supplies, Materials & Misc	61,300	86,300	25,000	40.8%
Maintenance Agreements	42,300	32,700	(9,600)	-22.7%
Computer Software & Supplies	51,400	18,000	(33,400)	-65.0%
Others	86,600	109,100	22,500	26.0%
Total Contracts & Materials	1,284,100	1,270,900	(13,200)	-1.0%
Capital Equipment/Technology	-	105,000	105,000	N/A
Total Uses	\$ 3,921,700	\$ 4,572,700	\$ 651,000	16.6%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Increases in Personnel reflect the redistribution of staff for Call Center activities, and contractual wage increases.
- Other Professional Services are up 17% to cover temporary services and the Utility Billing Database cleanup project.

Property Management				
Estimated Sources	Original Budget	Proposed Budget	\$ Chg.	% Chg.
General Fund	10,698,300	11,392,500	694,200	6.5%
Total Sources	\$ 10,698,300	\$ 11,392,500	\$ 694,200	6.5%
Estimated Uses				
Personnel Costs	2,283,200	2,682,300	399,100	17.5%
Contracts & Materials				
Real Estate Taxes	1,620,500	1,620,500	-	0.0%
Land & Building Rentals	1,012,000	1,012,000	-	0.0%
Mgmt Contracts & Professional Svcs	220,000	219,000	(1,000)	-0.5%
Plumbing & Facilities	692,000	838,200	146,200	21.1%
Supplies and Materials	265,000	130,500	(134,500)	-50.8%
Street Lighting	2,427,000	2,754,800	327,800	13.5%
Security Services	205,000	205,000	-	0.0%
Others	209,100	217,700	8,600	4.1%
Total Contracts & Materials	6,650,600	6,997,700	347,100	5.2%
Utilities				
Gas	306,000	306,000	-	0.0%
Water	182,000	182,000	-	0.0%
Electric	869,500	832,000	(37,500)	-4.3%
Total Utilities	1,357,500	1,320,000	(37,500)	-2.8%
Oregon District	407,000	392,500	(14,500)	-3.6%
Total Uses	\$ 10,698,300	\$ 11,392,500	\$ 694,200	6.5%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- A nearly 18% Increase in Personnel cost is due to one new Supervisor position and a transition of administrative staff from the Plumbing operation into the General Fund.
- Plumbing & Facilities budget up \$146,000 due to expenses trending higher.
- Budgeted increase in Street Lighting for Miami Valley LED expenses.
- Decline in Supplies reflects lower expenses for cleaning products, gas & fuel, and fleet charges.

Information Technology				
	2021 Original Budget	2022 Proposed Budget	\$ Chg.	% Chg.
Estimated Sources				
General Fund	6,860,000	6,991,700	131,700	1.9%
Total Sources	\$ 6,860,000	\$ 6,991,700	\$ 131,700	1.9%
Estimated Uses				
Personnel Costs	3,342,000	3,804,800	462,800	13.8%
Contracts & Materials				
Maintenance Agreements	1,462,000	1,582,600	120,600	8.2%
Other Professional Services	902,600	814,600	(88,000)	-9.7%
Telephone	467,100	406,200	(60,900)	-13.0%
Computer Maintenance	38,000	-	(38,000)	-100.0%
Supplies & Materials	39,000	34,000	(5,000)	-12.8%
Other Equipment Maintenance	34,900	36,200	1,300	3.7%
Training Counseling	36,400	51,800	15,400	42.3%
Others	36,000	31,500	(4,500)	-12.5%
Total Contracts & Materials	3,016,000	2,956,900	(59,100)	-2.0%
Capital Equipment/Technology	502,000	230,000	(272,000)	-54.2%
Total Uses	\$ 6,860,000	\$ 6,991,700	\$ 131,700	1.9%
Sources over Uses	\$0	\$0	\$0	N.A.

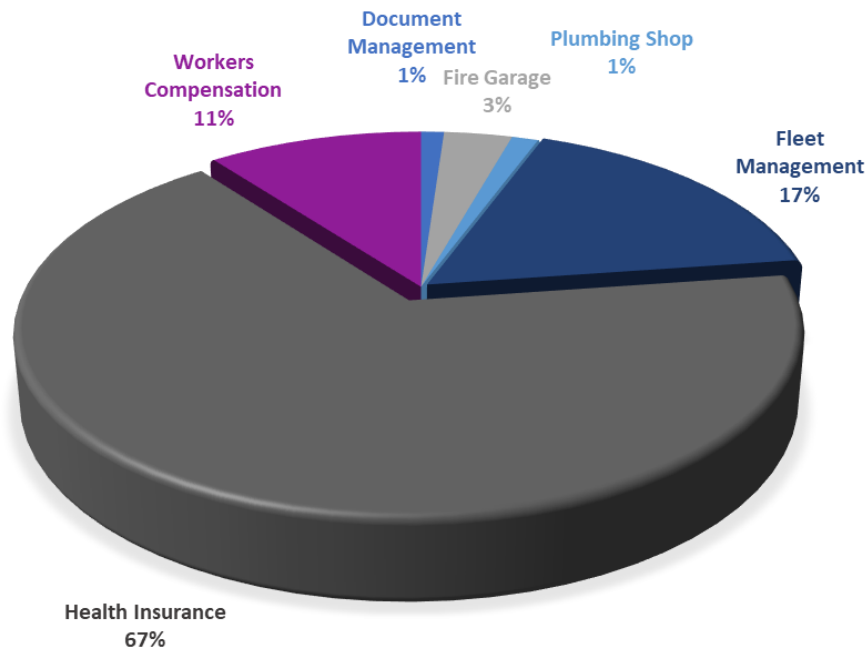
2022 Program Budget Highlights & Special Issues

- Personnel costs are up due to two new positions and vacant positions being filled at a higher rate as a result of the current labor market.
- The \$120,600 increase in Maintenance Agreements covers various subscriptions and support, including our cloud subscription, StepCG (wired & wireless), TeamDynamix and firewalls licenses.
- 10% decline in Professional Services reflects an elimination of a contract position.
- Capital allocation awarded for 2022 is down 54% from the prior year.
- 2022 Budget is for multi-factor authentication, cybersecurity and firewall replacement.

Internal Service Funds

The following section outlines the 2022 budgets for the six Internal Service Funds.

Internal Service Funds by Program	
Document Management Services	531,300
Total Information Technology Programs	531,300
Fire Garage	1,578,800
Total Fire Department Programs	1,578,800
Plumbing Shop	612,400
Fleet Management	8,217,700
Total Public Works Programs	8,830,100
Health Insurance Fund	32,176,200
Workers Compensation Fund	4,977,600
Total Human Resources Programs	37,153,800
Total Internal Service Funds	\$ 48,094,000



Document Management Services				
2022				
Estimated Sources	Projected 2021 Actuals	Proposed Budget	\$ Chg.	% Chg.
Beginning Cash Balance	311,806	285,900	(25,906)	-8.3%
Projected Revenue	498,170	520,000	21,830	4.4%
Total Sources and Cash Balance	809,976	805,900	(4,076)	-0.5%
Estimated Uses				
Personnel Costs	87,800	91,800	4,000	4.6%
Contracts & Materials				
Tools and Equipment	385,200	385,200	-	0.0%
External Vendors	11,800	16,000	4,200	35.6%
Supplies & Inventory	39,300	38,300	(1,000)	-2.5%
Contracts & Materials	436,300	439,500	3,200	0.7%
Total Expenses	\$524,100	\$531,300	\$7,200	1.4%
Revenue over Expenses	(\$25,900)	(\$11,300)	\$14,600	-56.4%
Ending Cash Balance	\$285,900	\$274,600	(\$11,300)	-4.0%

2022 Program Budget Highlights & Special Issues

- 2021 Projected Revenues are lower due to decreased utilization of printing in the office and printing services during first half of 2021, attributed to COVID-19.
- 2022 revenues are projected to increase 4.4% based on increased utilization of printing services.
- Personnel Costs are higher due to contractual increases.
- The 2022 budget assumes one health insurance holiday. This will be adjusted to reflect recent collective bargaining agreements.
- 2021 assumed a \$25,900 use of the cash reserve, however, as utilization increases 2022 is projected to end the year with a cash balance of \$274,600.

Fire Garage				
2022				
Estimated Sources	Projected 2021 Actuals	Proposed Budget	\$ Chg.	% Chg.
Beginning Cash Balance	256,400	162,200	(94,200)	-36.7%
Projected Revenue	1,449,300	1,595,900	146,600	10.1%
Total Sources and Cash Balance	1,705,700	1,758,100	52,400	3.1%
Estimated Uses				
Personnel Costs	878,100	1,040,500	162,400	18.5%
Contracts & Materials				
Supplies & Miscellaneous	480,400	370,000	(110,400)	-23.0%
Other Maintenance	122,800	105,000	(17,800)	-14.5%
Utilities	25,100	21,000	(4,100)	-16.3%
Insurance	19,900	22,000	2,100	10.6%
Other Professional Services	10,200	9,500	(700)	-6.9%
All Others	7,000	10,800	3,800	54.3%
Contracts & Materials	665,400	538,300	(127,100)	-19.1%
Total Expenses	\$1,543,500	\$1,578,800	\$35,300	2.3%
Revenues over Expenses	(\$94,200)	\$17,100	\$111,300	-118.2%
Ending Cash Balance	\$162,200	\$179,300	\$17,100	10.5%

2022 Program Budget Highlights & Special Issues

- 2021 Projected Revenue is \$1,449,300, with a \$162,200 projected year end cash balance. Due to 3 Heavy Equipment Mechanic positions being vacant, Fire Garage's revenues are projected to be 9% lower than budgeted.
- In accordance, Personnel Costs are projected to be down by 18% compared to the budget.
- 2022 revenues are projected to be 10%, or \$146,600, higher than 2021 with an assumption of filling all vacant positions.
- Supplies and Materials are budgeted 23% lower in 2022. 2021 includes increased costs associated with emergency apparatus repairs and having to use external repair shops.
- Following a projected use of \$94,200 from the cash reserve in 2021, 2022 is projected to add \$17,100 with an ending balance of \$179,300.

Plumbing Shop				
Estimated Sources	Projected 2021 Actuals	2022 Proposed Budget	\$ Chg.	% Chg.
Beginning Cash Balance	228,622	94,722	(133,900)	-58.6%
Projected Revenue	482,100	612,400	130,300	27.0%
Total Sources and Cash Balance	710,722	707,122	(3,600)	-0.5%
Estimated Uses				
Personnel Costs	411,700	475,400	63,700	15.5%
Contracts & Materials				
Supplies & Materials	159,900	123,000	(36,900)	-23.1%
Fleet & Fuel	5,800	14,000	8,200	141.4%
All Others	3,000	-	(3,000)	-100.0%
Total Contracts & Materials	168,700	137,000	(31,700)	-18.8%
Capital Equipment/Technology	35,600	-	(35,600)	-100.0%
Total Expenses	\$616,000	\$612,400	\$32,000	-0.6%
Revenues over Expenses	-\$133,900	\$0	\$133,900	-100.0%
Ending Cash Balance	\$94,722	\$94,722	\$133,900	-100.0%

2022 Program Budget Highlights & Special Issues

- 2021 Projected Revenues are expected to be lower than budgeted due to productivity loss following employees' injury leave and fewer departmental customers.
- The final 2021 Projected Revenue is \$482,100, with an ending cash balance of \$94,700. Rising expenses, coupled with lower billable hours have eroded the fund's cash balance.
- The Plumbing Shop is improving billing practices and will increase the hourly rate for plumbing services from \$65 to \$90 in 2022.
- In 2021, Personnel costs are lower due to fewer labor charges to the Plumbing Shop as employees on injury leave were paid out of the General Fund.
- 2022 Supplies & Materials budget has been reduced to minimize costs to the fund based on current revenue. Will monitor expenses and can adjust based on revenue performance in 2022.
- Fleet & Fuel costs were lower in 2021 due to staffing absences.
- The 2021 Capital budget includes a van replacement. No capital purchases are budgeted for 2022.

Fleet Management				
Estimated Sources	Projected 2021 Actuals	2022 Proposed Budget	\$ Chg.	% Chg.
Beginning Cash Balance	1,541,668	1,599,368	57,700	3.7%
Projected Revenue	7,360,500	8,217,700	857,200	11.6%
Total Sources and Cash Balance	8,902,168	9,817,068	914,900	10.3%
Estimated Uses				
Personnel Costs	2,546,100	3,270,400	724,300	28.4%
Contracts & Materials				
Inventory	1,722,900	1,800,000	77,100	4.5%
Gasoline & Diesel	2,117,700	2,070,000	(47,700)	-2.3%
Other Equipment Maintenance	794,100	633,500	(160,600)	-20.2%
Other Professional Services	30,200	80,000	49,800	164.9%
Supplies & Miscellaneous	75,000	75,000	-	0.0%
Facility Maintenance & Custodial	8,500	110,000	101,500	1194.1%
All Others	8,300	8,800	500	6.0%
Total Contracts & Materials	4,756,700	4,777,300	20,600	0.4%
Capital Equipment/Technology	-	170,000	170,000	N.A.
Total Expenses	\$ 7,302,800	\$ 8,217,700	\$ 914,900	12.5%
Revenues over Expenses	\$57,700	\$0	-\$57,700	-100.0%
Ending Cash Balance	\$1,599,368	\$1,599,368	-\$57,700	-100.0%

2022 Program Budget Highlights & Special Issues

- Projected 2021 Revenue is \$7.4 million, with a predicted year-end cash balance of \$1,599,400. Revenues are projected to be 3% higher than 2020, following pandemic-driven declines.
- 2022 Revenue and Expenditure budget assumes the merger of Aviation's fleet operations within Fleet Management.
- Continued revenue recovery is projected in 2022, with a revenue projection of \$8,217,700. This includes continued growth post-pandemic and the assumption of \$600,000 of new revenue from Aviation for fleet services.
- 2022 Personnel costs are over 28%, or nearly \$724,300, higher than in 2021. This is due to the assumption of three Heavy Equipment Mechanic positions from Aviation and the restoration of three previously abolished Fleet positions to manage all Fleet operations.
- Other Equipment Maintenance costs are budgeted almost 20% lower in 2022, due to higher maintenance costs in 2021 associated with increased usage of external body shops. Other Professional Services is almost \$50,000 higher in 2022, as 2021 included budget for a partial year of vehicle tracking services.
- 2022 includes budgeted capital expenses of a truck & ventilation system for the garage.

Workers Compensation Fund				
Estimated Sources	2021 Projection	2022 Proposed Budget	\$ Chg.	% Chg.
Beginning Cash Balance	19,532,869	18,745,369	(787,500)	-4.0%
Revenue	3,583,000	3,067,000	(516,000)	-14.4%
Total Sources & Cash Balance	\$ 23,115,869	\$ 21,812,369	\$ (1,303,500)	-5.6%
Estimated/Budgeted Expenses				
Personnel Costs	571,100	641,500	70,400	12.3%
BWC Claims Payments	2,612,000	3,036,500	424,500	16.3%
Professional Services	927,200	1,011,300	84,100	9.1%
Indirect Costs	153,600	104,300	(49,300)	-32.1%
Supplies & Materials	91,600	135,000	43,400	47.4%
Other Expenses	15,000	49,000	34,000	226.7%
Contracts & Materials	3,799,400	4,336,100	536,700	14.1%
Total Expenses	\$ 4,370,500	\$ 4,977,600	\$ 607,100	13.9%
Revenues over Expenses	\$ (787,500)	\$ (1,910,600)	\$ (1,123,100)	142.6%
Ending Cash Balance	\$ 18,745,369	\$ 16,834,769	\$ (1,910,600)	-10.2%

2022 Program Budget Highlights & Special Issues

- An internal borrowing occurred in 2019 and two principal payments were made in 2020, elevating the 2021 beginning cash balance. There will be no principal payment in 2021.
- As part of a multiyear plan to reduce the cash balance in the fund, the transfer rate has been reduced in 2022, from 2.5% to 2.0%.
- Personnel costs are higher as the fund is sharing 30% of the cost of the Office Manager position.
- BWC Claims are projected to increase over 16% as a result of higher fire fighter cancer claims.
- Professional Services reflect inflationary increases.
- The Supplies budget covers safety shoe and other safety programs.
- The cash burn rate more than doubles between 2021 and 2022, from \$787,000 to \$1.9 million.
- The projected 2022 year-end balance is \$16.8 million.

Health Insurance Fund				
Estimated Sources	2021 Projection	2022 Proposed Budget	\$ Chg.	% Chg.
Beginning Cash Balance	15,297,656	13,196,656	(2,101,000)	-13.7%
Revenue	23,567,200	25,123,400	1,556,200	6.6%
Total Sources & Cash Balance	\$ 38,864,856	\$ 38,320,056	\$ (544,800)	-1.4%
Estimated/Budgeted Expenses				
Personnel Costs	278,400	365,100	86,700	31.1%
Wellness Incentives	71,300	300,000	228,700	320.8%
Insurance Claims	27,031,800	32,788,700	5,756,900	21.3%
Offset: Est. Claims Credits	(2,900,000)	(3,300,000)	(400,000)	13.8%
Clinic Claims	1,088,600	1,195,400	106,800	9.8%
Professional Services	50,000	848,000	798,000	1596.0%
Other Expenses	119,400	279,000	159,600	133.7%
Contracts & Materials	25,389,800	31,811,100	6,421,300	25.3%
Total Expenses	\$ 25,668,200	\$ 32,176,200	\$ 6,508,000	25.4%
Revenues over Expenses	\$ (2,101,000)	\$ (7,052,800)	\$ (4,951,800)	235.7%
Ending Cash Balance	\$ 13,196,656	\$ 6,143,856	\$ (7,052,800)	-53.4%

2022 Program Budget Highlights & Special Issues

- The cash balance is elevated due to pandemic-related postponement of health care services.
- 2022 revenues are projected to increase 6.6% based on a 4% transfer rate and a 25% increase in the employee's monthly contribution.
- Personnel costs are higher as the fund is sharing 30% of the cost of the Office Manager position.
- Wellness Incentives are projected at a higher level in 2022 based on a rebound in health care usage.
- Insurance Claims are projected to grow over 20% after stagnating in 2020 and 2021 from the pandemic.
- Professional Services reflect a significant increase of \$798,000 largely due to COVID-19 testing.
- The 2022 Budget assumes one health insurance holiday. This will be adjusted to reflect recent collective bargaining agreements.
- The projected 2022 year-end balance of \$6.1 million falls within our actuary target of 1.5 to 2.0 times the actuarial amount, or \$5.1 million to \$6.8 million.

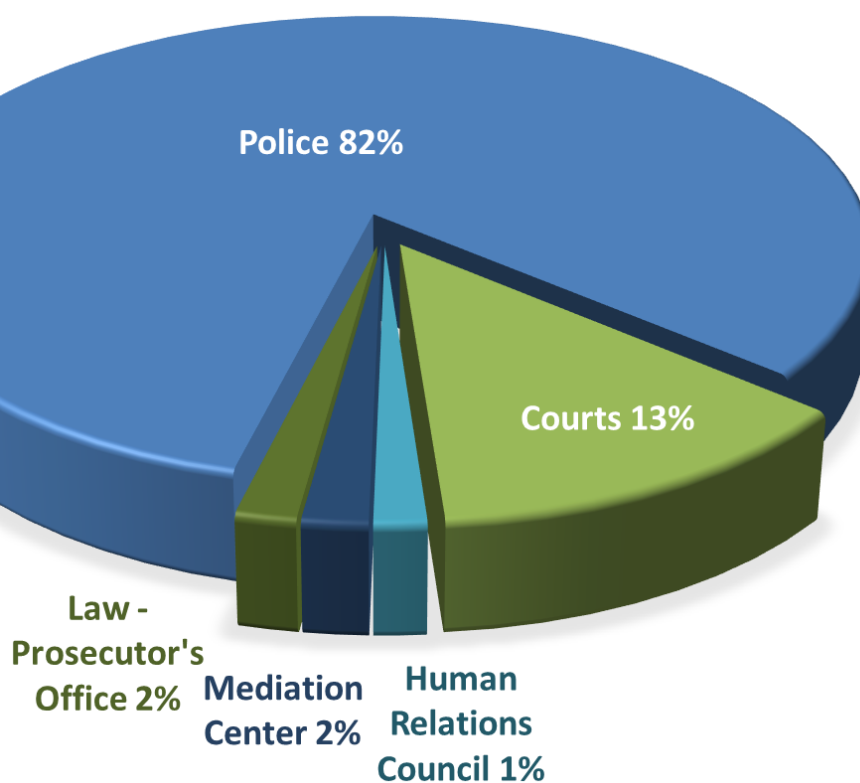
Detail by CSA: Justice

Budget Summaries

The Policy Objective of the Justice Community Service Area is to ensure a just and secure city where individuals, families and organizations can live, work and thrive. The CSA is comprised of eight program areas spread across six departments.

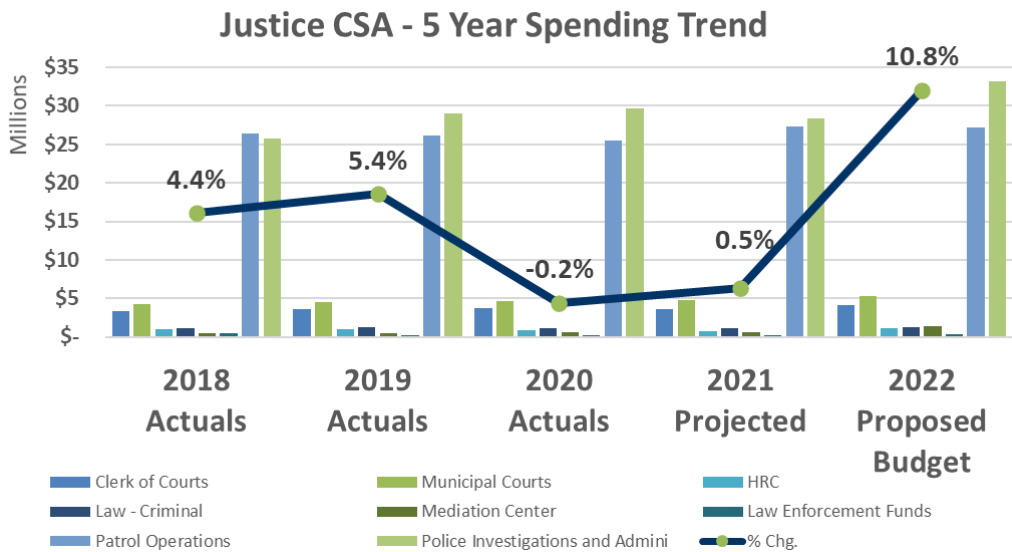
Program	2021 Original		2022 Proposed			
	Budget	# FTEs	Budget	\$ Chg.	% Chg.	# FTEs
Patrol Operations	25,220,100	273	27,198,300	1,978,200	7.8%	265
Police Investigations & Administration	29,089,900	153	33,172,500	4,082,600	14.0%	181
Law Enforcement Funds	525,665	0	387,400	(138,265)	-26.3%	0
Subtotal Police	54,835,665	426	60,758,200	5,922,535	10.8%	446
Municipal Court	4,672,900	53	5,287,300	614,400	13.1%	57
Clerk of Courts	3,740,300	43	4,079,900	339,600	9.1%	43
Subtotal Courts	8,413,200	96	9,367,200	954,000	11.3%	100
Human Relations Council	977,100	7	1,096,600	119,500	12.2%	9
Mediation Center	566,600	4	1,368,900	802,300	141.6%	10
Law - Prosecutor's Office	1,151,600	11	1,265,200	113,600	9.9%	12
Grand Total Justice CSA	\$65,944,165	544	\$73,856,100	\$7,911,935	12.0%	577

Note: Police Investigations & Admin. includes the Public Safety Photo Enforcement Program.

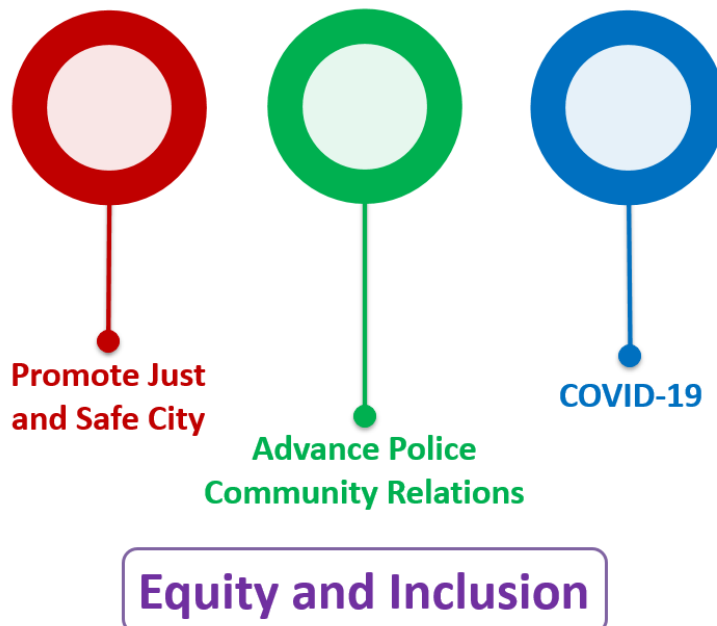


Below, a trend analysis for the Justice CSA outlines spending from 2018 through 2022.

Justice	2018 Actuals	2019 Actuals	2020 Actuals	2021 Projected	2022 Proposed Budget
Clerk of Courts	3,412,999	3,671,639	3,695,203	3,566,931	4,079,900
Municipal Courts	4,311,946	4,523,506	4,716,078	4,741,109	5,287,300
HRC	952,590	1,049,426	812,575	803,653	1,096,600
Law - Criminal	1,145,103	1,204,561	1,195,754	1,117,640	1,265,200
Mediation Center	477,385	483,136	559,661	570,538	1,368,900
Law Enforcement Funds	522,783	256,397	181,037	169,400	387,400
Patrol Operations	26,443,497	26,198,985	25,519,036	27,312,238	27,198,300
Police Investigation and Admin	25,750,528	29,058,891	29,616,159	28,360,931	33,172,500
Total	\$63,016,831	\$66,446,541	\$66,295,503	\$66,642,439	\$73,856,100



Below are the Policy Priorities for the Corporate Services and Governance CSA. The following pages will detail 2021 outcomes by priority, as well as the 2022 “Path to Progress” for improved outcomes:





Program Performance

Priority: Promote Just and Safe City (HRC)

Program: Justice & Inclusion and Civil Rights Compliance

Program Strategic Objective: Promote a culture of fair treatment, justice, and inclusion for all residents. Oversee civil rights and business inclusion programs to ensure access and equal opportunity.

Activity: Investigate and process Community Appeals Board complaints

- **2021 Results:** The Human Relations Council (HRC) and Citizen Appeals Board (CAB) reviewed six appeals in 2021.
- **2022 Path to Progress:** CAB was overhauled during the police reform process. The HRC will oversee a new board that will now be called the “Community Appeals Board.” The HRC will continue to administer the program and will be required to conduct education and outreach on the Board’s mission and function, per the police reform recommendations.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of official appeals closed with resolution	100.0%	100.0%	100.0%	100.0%	100.0%

Community Outcome: Discriminatory Experiences, Addressing Racial Gaps in Jobs, & Satisfaction towards Improvement of Race Relations in Dayton



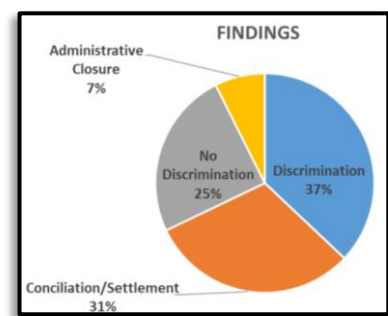
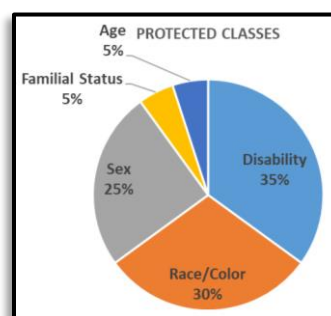


Activity: Investigate and process Civil Rights complaints

- **2021 Results:** HRC has closed and/or resolved 17 formal discrimination complaints and 80 informal complaints. The HRC awarded \$101,750 in damages and civil penalties to community members that were discriminated against in housing or employment. HRC was once again recertified as a Fair Housing Assistance Program (FHAP) by the U.S. Dept. of Housing and Urban Development, which means our services and protections are equal to or greater than the federal anti-discrimination protections.
- **2022 Path to Progress:** The HRC has established the Office of Justice and Inclusion to promote diversity, equity, and inclusion. The goal is to increase enforcement work which will change behavior and policy in the City of Dayton. To continuously improve and ensure we are staying current with civil rights trends, the HRC will propose new changes to its ordinances to strengthen its position as the preeminent and most progressive civil rights organization in the State of Ohio.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of cases closed with resolution	95.0%	90.0%	93.0%	94.0%	90.0%
% of caused or conciliated cases resulting in relief	60.0%	60.0%	53.0%	65.0%	60.0%
% growth year-over-year of number of formal and informal complaints received	New Measure	100 complaints	New Measure	97 Complaints	5% over 2021

Community Outcome:
Discriminatory Experiences,
Addressing Racial Gaps in
Jobs, & Satisfaction towards
Improvement of Race
Relations in Dayton



Activity: Conduct education, training, and outreach

- **2021 Results:** The Division of Justice and Inclusion hosted 20 civil rights and community/police relations education and outreach events in 2021. Staff participated in Un-design the Redline, Northwest Dayton Partnership, Fundamentals of Fair Housing Investigations with the National Fair Housing Alliance, and the Know Your Rights campaign. The first annual HRC Fair Housing Symposium was held, which brought together ~60 community members and fair housing experts from across the region to discuss housing discrimination issues against vulnerable populations. The Office also helped staff the police reform oversight committee.
- **2022 Path to Progress:** The HRC Office of Justice and Inclusion is adding two Equal Opportunity Specialists in 2022. This will expand the capacity of the office to do targeted outreach and education to vulnerable and marginalized communities and neighborhoods.



Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% growth year over year of number of events held (resident engagement)	2 Events	10% over 2020/3 Events	2 Events	900% over 2020/20 Events	25% over 2021/25 Events

Community Outcome: Discriminatory Experiences, Addressing Racial Gaps in Jobs, & Satisfaction towards Improvement of Race Relations in Dayton

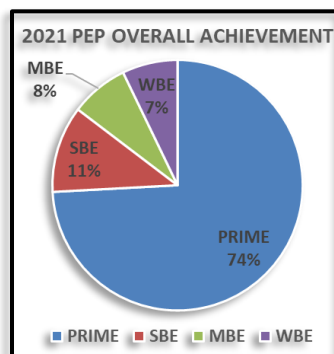


Activity: Certify businesses in the PEP program

- **2021 Results:** The number of PEP certified companies grew 8.1% from 2020 and includes 133 small businesses, 76 minority businesses, 51 women owned businesses.
- **2022 Path to Progress:** The Business Inclusion team is planning several outreach events with community partners to create visibility around the local certification program and improve recruitment efforts. HRC will implement a new minority business cohort for interested companies seeking certification. The program will create more sustainable local small and minority businesses that are ready to be certified in the City's PEP program, increase supplier diversity, increase business capacity and create connections between businesses and the City and other large buying organizations within the region.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% growth year over year of companies certified in SBE PEP program	126	5% over 2020	123	133 8.1%	5% over 2021
% growth year over year of companies certified in MBE PEP program	72	5% over 2020	68	76 11.8%	5% over 2021
% growth year over year of companies certified in WBE PEP program	44	5% over 2020	42	51 21.4%	5% over 2021

2021 PEP OVERALL ACHIEVEMENT	
PRIME	\$21,752,967
SMALL BUSINESS ENTERPRISE	\$3,284,521
WOMAN BUSINESS ENTERPRISE	\$2,197,360
MINORITY BUSINESS ENTERPRISE	\$2,104,728



Community Outcome:
Discriminatory Experiences,
Addressing Racial Gaps in
Jobs, & Satisfaction
towards Improvement of
Race Relations in Dayton



Activity: Provide outreach/networking opportunities in conjunction with City departments for small, minority and women owned businesses

- **2021 Results:** New measure.
- **2022 Path to Progress:** Work in partnership with City Departments to meet aspirational goals for business inclusion. Host targeted MBE/SBE/WBE recruitment efforts and build awareness of City projects through quarterly Opportunity Forums. Provide capacity building services in conjunction with MBAC and community partners to recruit new PEP companies as well as ensure success in the program. The Business Inclusion team is hiring to fill previously abolished positions to increase capacity around outreach and certification.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of companies awarded City contract that attended workshops	New Measure	New Measure	New Measure	New Measure	50.0%
# of outreach events conducted	2	4	2	N/A	4

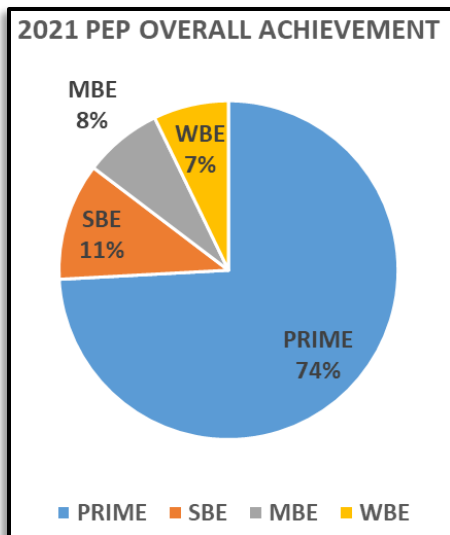
Community Outcome: Discriminatory Experiences, Addressing Racial Gaps in Jobs, & Satisfaction towards Improvement of Race Relations in Dayton



Activity: Monitor compliance towards inclusion standards for sub-contractors

- **2021 Results:** Results through November 9 indicate increased activity, with 8.0% of contractors meeting MBE goals and 7.0% of contractors meeting WBE goals. HRC anticipates increased activity through Q4 as we will see smaller construction projects ramp up.
- **2022 Path to Progress:** Work with Departments to meet annual aspirational goals to overcome barriers identified in the disparity study. Ensure policies and procedures match current practices and recommend ordinance updates that support inclusion efforts. Complete regular project site visits to ensure completion of work by subcontractors. Work in conjunction with the law department to address sub-contractor grievances, as necessary.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of contractor met proposed MBE achievement goal	10.0%	13.0%	8.0%	8.0%	13.0%
% of contractor met proposed WBE achievement goal	6.0%	3.0%	9.0%	7.0%	3.0%



Community Outcome: Discriminatory Experiences, Addressing Racial Gaps in Jobs, & Satisfaction towards Improvement of Race Relations in Dayton

Equity and Inclusion Lens:

The HRC oversees the City's discrimination ordinances, including investigating and adjudicating complaints of discrimination for protected classes. We also oversee the City's fair housing program to address issues of unfair, historical and systemic housing practices, while working to affirmatively further fair housing for our most vulnerable residents. The Justice and Inclusion program coordinates and implements education, outreach, and training activities for the community. Staff work to establish a rapport and ongoing dialogue with individuals and community groups to address issues of fair treatment, racial and social justice.

HRC is dedicated to the inclusion and expansion of opportunities for small, local, minority-owned, woman-owned and small disadvantaged businesses. This includes guiding businesses on how to competitively bid for City opportunities and educating business owners on contract compliance. HRC ensures that businesses seeking to participate in contracting and procurement activities with the City are not prevented from doing so based on the race or gender of business owners.

Priority: Promote Just and Safe City (Law Criminal Division)

Objective: Aggressively prosecute all misdemeanor gun charges

Activity: Maintain conviction rate for gun charges

- **2021 Results:** 80.0% Conviction Rate – In 2021, a total of 20 gun-related cases were charged. Of the 20 cases, 18 pled to a criminal offense resulting in the request that the gun be forfeited and destroyed.
- **2022 Path to Progress:** 90.0% Conviction Rate. Continue to aggressively prosecute gun offenders.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
Conviction Rate	77.0%	90.0%	71.0%	80.0%	90.0%

Equity and Inclusion Lens: Data suggests a correlation between gun activity and vulnerable neighborhoods. By aggressively prosecuting these individuals we are attempting to reduce access/availability of guns by requesting the forfeiture and destruction of those weapons.

Objective: Get drug dependent individuals into treatment after conviction

Activity: Prosecute drug abuse instrument cases in order to procure a conviction (Reduce Impact of Heroin/Opiate Epidemic)

- **2021 Results:** 80.0% Conviction Rate. In 2021, a total of 42 drug abuse instrument cases were filed. This is down from the total 72 cases that were filed in the first three quarters of 2020. Of the 42 cases, 34 of them pled to an offense which enabled the prosecutor to request that a drug assessment be completed, and if a problem was deemed to exist the offender was to follow up with the appropriate counseling.
- **2022 Path to Progress:** 90.0% Conviction Rate. Aggressively prosecute all drug abuse instrument cases in order to procure a conviction. Once a conviction has been obtained, prosecutors will request that a drug assessment be completed with follow-up counseling as recommended.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
Conviction Rate	88.0%	90.0%	93.0%	80.0%	90.0%

Equity and Inclusion

Lens: Data suggests a correlation between drug activity and vulnerable neighborhoods. By aggressively prosecuting these individuals we are attempting to get them into treatment in order to overcome their drug addiction.



Objective: Aggressively prosecute all distribution charges

Activity: Maintain conviction rate for distribution charges

- **2021 Results:** 100.0% Conviction Rate.
- **2022 Path to Progress:** Aggressively prosecute these offenses.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
Conviction Rate	100.0%	90.0%	100.0%	100.0%	90.0%

Objective: Aggressively prosecute all entering or standing upon specified highway restricted

Activity: Maintain conviction rate for pedestrian safety charges

- **2021 Results:** 100.0% Conviction Rate.
- **2022 Path to Progress:** Aggressively prosecute and procure convictions in all pedestrian safety cases. If multiple offenses have been charged, the prosecutor where possible, should obtain a conviction for the pedestrian safety offense in addition to any other offenses.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
Conviction Rate	100.0%	90.0%	100.0%	100.0%	90.0%

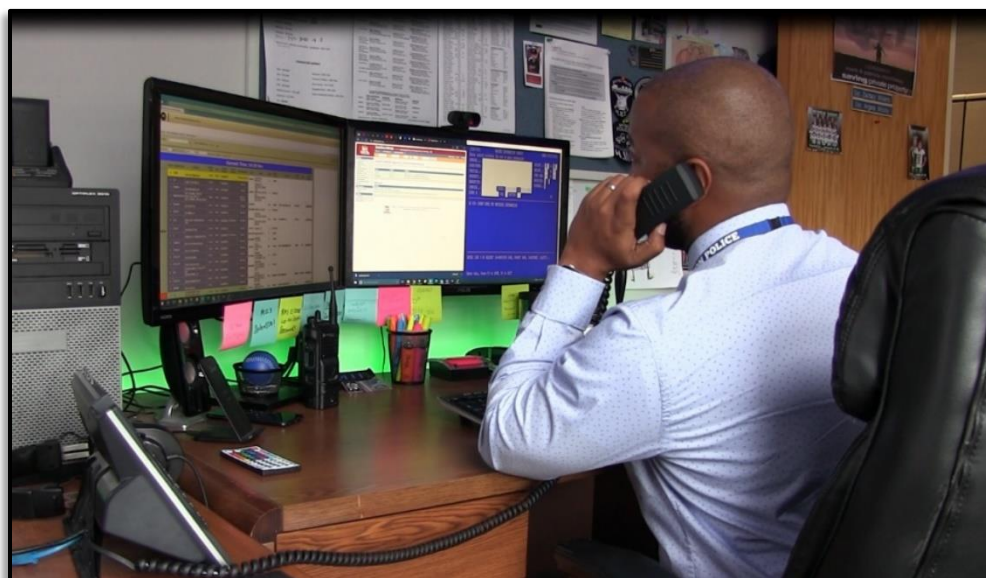
Priority: Promote Just and Safe City (Police)

Objective: Ensure all crime victims are contacted by detectives in a timely manner

Activity: All complainants contacted within 4 calendar days after initial assignment

- **2021 Results:** Dayton Police Detectives proactively sought contact with complainants and succeeded in reaching individuals within four days 95.0% of the time.
- **2022 Path to Progress:** DPD will maintain the current annual target.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of complainants contacted within guidelines	94.0%	90.0%	94.0%	95.0%	90.0%



Objective: Response to citizen emergencies in a timely manner

Activity: Maintain the average time to respond

- **2021 Results:** Through Q3, DPD averaged 3.7 minutes on priority 1 calls for service, despite experiencing record levels of attrition.
- **2022 Path to Progress:** As projected reductions in manpower occur, the Department will continue to follow its continuity of service plan, which was developed to maintain the high levels of service.



Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
Dispatch time (minutes) for 90% of Priority One calls	3.8	≤ 7	3.5	3.7	≤ 7

Objective: Reduce violent crimes

Activity: Reduce the number of reported Part 1 gun crime incidents with injury (Reduce gun violence)

- **2021 Results:** The gun crime incidents resulting in injury are down 28.0% through Q3 of 2021.
- **2022 Path to Progress:** The Department is developing neighborhood safety plans, in partnership with community leaders, to identify strategies to maintain this downward trend. The Department is pursuing additional grant funding to enhance these efforts.

Equity and Inclusion Lens: The Department is coordinating with the newly formed Division of Community Engagement to ensure alignment of neighborhood and law enforcement priorities when it comes to reducing crime and improving quality of life.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% reduction of Part 1 gun crime incidents with injury	-8.0%	-10.0%	-13.0%	-28.0%	-10.0%

Objective: Reduce violent crimes

Activity: Reduce the number of reported Part 1 gun crime incidents (Reduce gun violence)

- **2021 Results:** Part 1 gun crime incidents are down 21.0% through Q3 of 2021.
- **2022 Path to Progress:** The Department is developing neighborhood safety plans, in partnership with community leaders to identify strategies to maintain this downward trend. The Department is pursuing additional grant funding to enhance these efforts.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% reduction of Part 1 gun crime incidents	+4.0%	-10.0%	+6.0%	-21.0%	-10.0%

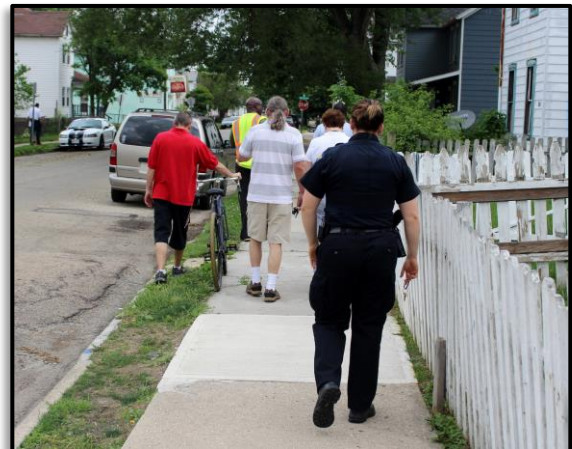


Objective: Address minor citizen disputes and enhance Police Community interactions

Activity: Utilize Dayton Mediation Center in applicable conflict situations

- **2021 Results:** The Dayton Police Department was able to refer 676 incidents to the Dayton Mediation Center through automated reports and officer referrals.
- **2022 Path to Progress:** We are expanding our partnership with Dayton Mediation to develop an alternative response program.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of officer referrals made on a quarterly basis	352	120	233	676	Alternate Response Program



Equity and Inclusion Lens: The alternative response model will positively impact the Department's interaction with community members involved in low-priority or non-violent incidents.

Objective: Have a meaningful impact on refugees through outreach programs

Activity: Attend refugee outreach programs such as CSS orientations, ESOL, etc.

- **2021 Results:** The Department had at least 608 interactions with the refugee community.
- **2022 Path to Progress:** The Department is proactively seeking input from refugee and immigrant communities for police programming and problem response.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of refugees contacted	0	200	0	608	500

Equity and Inclusion

Lens: The Dayton Police Department has collaborated with the Immigrant Community to accept the newly formed Community ID card to increase connectivity with traditionally underserved communities. We will continue to reach out to the refugee community to enhance education regarding interaction and relationship with law enforcement.



Objective: Reduce impact of drug overdoses

Activity: Create strategic partnership for outreach (Reduce impact of heroin/opiate epidemic)

- **2021 Results:** The Department was able to help foster a 6.0% decrease in drug overdoses in the city.
- **2022 Path to Progress:** Continue to utilize and build strategic community partnerships, including the upcoming alternative response model, to connect more of those suffering with addiction with resources and treatment. Grant funding from 2020 will continue to allow us to further reduce the impact of overdoses in our community.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of reduction in overdoses	+2.0%	-10.0%	3.0%	-6.0%	-10.0%

Equity and Inclusion Lens: Redeveloping a partnership with ADAMHS to launch an alternative response concentrating on helping those struggling with addiction, mental health issues, and homelessness.



Objective: Provide programs to bring police and youth together

Activity: Build meaningful, positive relationships between police officers and the young people in communities they serve

- **2021 Results:** Despite the ongoing COVID-19 pandemic, and the restrictions on gatherings and social contact, our officers were able to engage with nearly 3,500 young people in our community.
- **2022 Path to Progress:** Expand existing programs and look for new opportunities to engage young people in the community. Continue the partnership with Dayton Public Schools, under which Officer Savage teaches a public safety module at Ponitz High School.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of attendees	2,349	>10,000	169	3,421	>10,000

Equity and Inclusion Lens: Hopefully, as the pandemic settles down, existing programs can resume at full capacity including the potential for an academy for young people. Additional new programs, including a cadet program, are being explored in order to reach out and interact with young people around the city.



Special Focus: Police Reform (Police & PND)

Activity: Continue to implement recommendations from working groups

- **2021 Results:** Through Q3, 69.0% of the 142 recommendations are either completed, completed/ongoing, or in-progress.
- **2022 Path to Progress:** The Department will continue to work towards implementing the remaining recommendations.

Completed – 39

Completed/Ongoing – 18

In Progress – 41

Pending Pre-requisite – 26

Partner Department – 10

To check the implementation progress, please visit the [Reform Tracker](#)

To view information related to Dayton Police Department's data, please visit Dayton Transparency Portal: <https://dayton-transparency-portal-1-daytonohio.hub.arcgis.com/>

Oversight: Address citizen complaints in a timely manner

- **2021 Results:** Resolved 96.0% of citizen complaints within 90 days.
- **2022 Path to Progress:** Coordinate with Dayton Mediation Center to complete the Police Reform Working Group recommendations surrounding the citizen complaint process.



Community Engagement: Provide K-12 Engagement programming

- **2021 Results:** DPD met with EJ Brown School and presented to several groups of students. DPD also partnered with St. Johns ESOL program, reaching out to the Swahili, Arabic, Spanish, and Mandarin speaking students on three different dates during 2021.
- **2022 Path to Progress:** The Department will secure contracts to develop the CALEA standards and expand the contract facilitating community engagement efforts.



Community Engagement: Implement community-based policing model

- **2021 Results:** In collaboration with the Division of Community Engagement, DPD is working with all neighborhoods to develop Neighborhood Safety Plans. DPD is also working with Dayton Public Schools and the ATF to research the possibility of rolling out the Gang Resistance Education and Training (GREAT) program in DPS.
- **2022 Path to Progress:** Continue working with Community Engagement to expand the neighborhood safety plans. Seek grant funding opportunities focused on neighborhoods identified as having low capacity to provide support for developing Neighborhood Safety Plans.



Community Engagement: Implement Alternative Dispatch Program

- **2021 Results:** Performed geospatial and neighborhood analysis to execute Alternative Dispatch Program.
- **2022 Path to Progress:** Work cooperatively with PND and CMO to implement a pilot to evaluate the effectiveness of the program. The pilot includes one Coordinator and four Mediation Responders.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of calls dispatched to the Alternate Response Team	New Measure	New Measure	New Measure	New Measure	TBD

Recruitment & Promotion: Implement Policy changes and create neutral polygraph site

- **2021 Results:** Five policies were modified for low level discipline process in accordance with the Reform group recommendations.
- **2022 Path to Progress:** Work with Facilities Management to build a neutral polygraph site.

Training: Implement training recommendations

- **2021 Results:** Two instructors received ICAT de-escalation training. The instructors will provide this training to all employees in the Department. Recruit training curriculum has been modified to include de-escalation training.
- **2022 Path to Progress:** Continue working towards implementing remaining training recommendations.



Use of Force: Implement Body Worn Camera Program

- **2021 Results:** Body Worn Camera program was successfully implemented in 2021 for Police Patrol Operation.
- **2022 Path to Progress:** The Body Worn Camera program will be expanded to equip all investigative units and specialized units, including the Bike Response Team and the SWAT team.

Police Reform Implementation	2021 Actuals	2022 Proposed Budget
Polygraph Machine and Training	46,500	-
Neutral Site to Conduct Polygraph	-	100,000
Reform Committee Facilitator*	175,600	125,000
Body Worn Camera (BWC) Program	415,000	301,500
De-escalation Training	5,000	-
Implicit Bias Training	6,000	-
CALEA Certification - Compliance with CALEA Standards	16,100	-
Independent Accountability Auditor	-	100,000
Alternative Police Response Program	225,000	467,900
Community Appeals Board Program (Legal, Review, Outreach, and Training)	70,000	100,000
Mediation and Conflict Resolution Personnel	40,000	93,200
Grand Total	\$999,200	\$1,287,600

*2022 workplan expenditures are funded from 2021 budget
Numbers are rounded to the nearest hundred

Priority: Advance Police Community Relations
(Mediation)



Program: Mediation Center

Program Strategic Objective: Provide a productive and constructive process for people in conflict.

Activity: Provide facilitation services to support community/police relations

- **2021 Results:** The Mediation Center and Dayton Police Department are creating processes, policies and an implementation plan for this program.
- **2022 Path to Progress:** Partner with the community, City leadership, and Dayton Police to design and implement the police complaint process. Utilize the NewOrg Database system to create an effective process for community members and police to enter complaints and see the status of complaints.

Equity and Inclusion Lens: The goal for this initiative is to provide communities of color and low-income neighborhoods an opportunity to make police-related complaints with someone not affiliated with DPD to reduce barriers for reporting. The Mediation Complaint Coordinator will be accessible to receive complaints, learn community members' desired action steps and give complaint status updates. The Mediation Complaint Coordinator will work with the DPD to facilitate addressing the complaint.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of Police complaints received per quarter	New Measure	New Measure	New Measure	45	200

Community Outcome: Satisfaction with Police Services and Value of Services & Programs



Activity: Utilize Mediation Center volunteers to provide services

- **2021 Results:** Through Q3 of 2021, the Dayton Mediation Center volunteers provided mediation services through 717 volunteer occurrences.
- **2022 Path to Progress:** Continue to find opportunities for volunteers to mediate and facilitate issue resolution in the community.

Equity and Inclusion Lens: The Mediation Center provided an Implicit Racial Bias Training through Sinclair Community College. Over 40 staff and volunteers attended this training to understand how implicit racial bias may be in direct conflict with our explicit values or beliefs. It was an opportunity to examine if our behavior or decisions are being impacted by implicit racial bias.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
\$ value of volunteer service per quarter	New Measure	New Measure	New Measure	\$11,400	\$40,000

Community Outcome: Satisfaction with Police Services and Value of Services & Programs



Activity: Provide Mediation services to the community to address conflict

- **2021 Results:** We have received 1,536 referrals so far, and 50.0% have resulted in intervention.
- **2022 Path to Progress:** Market mediation services to the greater Dayton community and resolve conflicts through intervention.

Equity and Inclusion Lens: Dayton Mediation Center, a community mediation center, provides constructive processes for addressing conflict between individuals or groups. These processes are an alternative to avoidance, destructive confrontation, prolonged litigation or violence. Community mediation came out of the 1964 Civil Rights Act and gives people in conflict an opportunity to create choices for addressing their dispute and control the outcome through collaborative, equitable, and transparent means. Community mediation is designed to preserve individual interests while strengthening relationships and building connections between people and groups, and to recreate systems that make communities work for all of us.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of referrals that result in intervention per quarter	New Measure	55.0%	New Measure	50.0%	55.0%

Community Outcome: Satisfaction with Police Services and Value of Services & Programs

Priority: COVID-19 Response (HRC)

Activity: Provide programming to disproportionately impacted individuals via mobile application

- **2021 Results:** The HRC was awarded a grant from HUD to assist those disproportionately impacted during the pandemic. The HRC created a mobile phone app allowing residents to file discrimination complaints. This ensured residents who did not have access to computers during COVID would not be prevented from filing complaints. This also helped reduce face to face contact with residents to reduce the risk of contracting COVID-19.
- **2022 Path to Progress:** The HRC will continue to utilize technology to ensure residents can safely file complaints. The HRC will also work to create hybrid programming to meet members of the community where they are to ensure that access to information is not a barrier for underserved communities.

Activity: Continue fair housing collaborative with Miami Valley Fair Housing Center

- **2021 Results:** The HRC co-hosted a monthly virtual housing collaborative with the Miami Valley Fair Housing Center to share best practices and partner with community organizations regarding fair housing protections, landlord tenant issues and other situations as a result of the pandemic. Every meeting garnered over 50 attendees and was well received.
- **2022 Path to Progress:** The HRC will continue the collaborative at the request of the community. We have agreed and plan to offer quarterly lunch and learns so that the community knows and understands their fair housing rights. This is being conducted via Zoom to reduce the risk of COVID-19.

Priority: COVID-19 Response (Law Criminal Division)

Activity: Continue service delivery with modified business practices

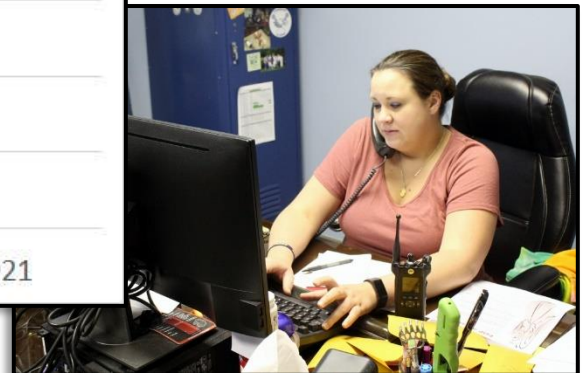
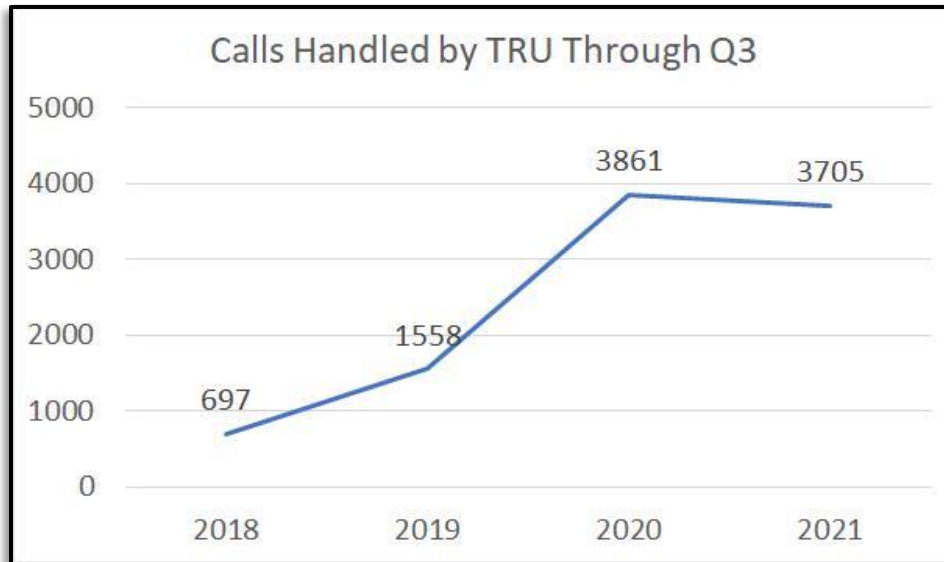
- **2021 Results:** The City of Dayton Prosecutor's Office continues to use its thermal temperature scanners, provide masks to the public, have a socially distanced waiting room, and sanitize both the public areas and individual office spaces. The City of Dayton Prosecutor's Office continues to have a number of criminal charges that can be filed over the phone rather than in person thereby decreasing the number of people coming into the office.
- **2022 Path to Progress:** Continue the modified business practices into 2022 as we continue moving through the pandemic.



Priority: COVID-19 Response (Police)

Activity: Continue use of expanded Telephone Reporting Unit (TRU)

- **2021 Results:** 137.0% increase from pre-pandemic TRU calls.
- **2022 Path to Progress:** DPD is working with the Mediation Center and Dignity Best Practices as part of the alternative response initiative to expand the use of TRU.



Activity: Expanded remote working capacity

- **2021 Results:** Secured grant funding from Ohio Office of Criminal Justice Services for remote workstations.
- **2022 Path to Progress:** We are incorporating this technology to enhance a paperless workflow throughout the department, reducing unnecessary contact and risk of spreading the virus.

Clerk of Court Results

Year-in-review

- **Criminal Cases:** Up 11.0% from prior year
- **Traffic Cases:** Up 31.0% from prior year
- **Civil Cases:** Up 2.0% from prior year
- **Parking Tickets:** Up 28.0% from prior year
- **Photo Tickets:** Up 61.0% from prior year

2021 Accomplishments

- Partnered with the Dayton Metro Library to hold an expungement clinic.
- Safely remained open and provided full capacity service to customers.
- Expanded E-Citations with the Ohio State Patrol and DPD.
- Partnered with Miami Valley Community Action Partnership (CAP) to aid those impacted by evictions. The Clerk's office now includes rental assistance information from CAP in written communication to landlords and renters.

2022 Priorities

- Continue to collaborate with the Dayton Metro Library, CAP and The Workforce Development Department of the US Probation Office to promote community outreach, engagement and education.
- Partner with Municipal Court and Procurement to purchase a New Case Management System.
- Begin the process of E-Filing in Municipal Court.



Addressing Equity & Inclusion

- Continue to collaborate and participate with community organizations in expungement and driver's license reinstatement clinics.
- Bring equity, diversity and inclusion training in-house for staff.
- Continue to expand the Self-Help Center. We recently hired a new staff member to focus on the Self-Help Center.

Dayton Municipal Court COVID-19 Response

- We have continued to follow CDC guidelines to keep customers and employees safe.
- We partnered with the Municipal Court to provide a safe environment for jurors, litigants and witnesses who are summoned to court.



Municipal Court Results

2021 Accomplishments

- Implemented COVID-19 policies for Court operations, including trials and diversion programs.
- Created a new task force with Court and Clerk staff and other City departments, including Law/Prosecutor, PMB, and IT to determine the needs for the new case management system.
- Translated eviction and civil forms into foreign languages for the Self-Help Center.
- Assisted parties in eviction cases with applying for Federal Eviction Assistance Funds.

2022 Priorities

- Request for Proposal (RFP) process for implementation of a new Case Management System.
- Continue to offer proceedings by Zoom.
- Increase video interpreting capabilities for appearances for individuals with limited English proficiency (LEP) and American Sign Language (ASL).

Addressing Equity & Inclusion

- Two of our Judges serve on the Greater Dayton Area Diversity Inclusion Legal Roundtable, which helps minority law students obtain summer internships and employment after graduation.
- One Judge serves on the Ohio Supreme Court, Judicial, Ethics, Professionalism, and Diversity Committee, which helps provide information and guidance to fellow judges in Ohio.
- Participate in the Mayor's Eviction Task Force.
- Offered a "Diversity and Inclusion" training series, which included implicit bias, social change, inclusive leadership, to staff through the ADAMHS Board.



Maintaining public trust and confidence in the Judicial System

2021 Results:

- Continued timely adjudication of criminal, traffic, and civil cases and conducted supervision of probationers by phone.
- Continued proactive judicial outreach even during the COVID-19 pandemic.

Funding Opportunities

2022 Contributions:

- Maintained over \$538,500 in funding from outside sources, including:
 - \$300,000 for our Electronic Home Detention Program (EHDP)
 - \$85,079 from Alcohol, Drug Addiction, and Mental Health Services Board of Montgomery County (ADAMHS)
 - \$55,000 from the Ohio Addiction Mental Health Services (OHAMHS)
 - \$98,408 from the Ohio Department of Rehabilitation & Corrections (ODRC)
- \$23,922 of additional grant funding received from ADAMHS for the DMC Mental Health Court Program in 2021. Provides emergency assistance for bus passes, gas cards, food/clothing, personal hygiene supplies, and short-term housing.

Municipal Court COVID-19 Response

- Permitted Defendants to enter initial pleas by Plea Form in lieu of personal appearance in Court.
- Allowed staff to work remotely, as necessary.
- Continued to conduct court sessions via video conferencing, phone conferencing, and/or other remote methods.
- Followed health and safety standards as mandated by the CDC and Ohio Dept. of Public Health, including requiring masks in all areas of the courthouse.
- Specialized programs conducted remotely via Zoom.
- Continued to hold trials and jury trials using social distancing to ensure the health of all participants.
- Encouraged staff to attend training sessions, including professional development, via remote options.
- Conducted a virtual meeting with Dayton/Montgomery County Public Health and an infectious disease doctor for employees to learn and address questions regarding COVID and the vaccine.

Recommended Budget Detail

Police Patrol Operations				
	2021 Original Budget	2022 Proposed Budget	\$ Chg.	% Chg.
Estimated Sources				
General Fund	25,220,100	27,198,300	1,978,200	7.8%
Total Sources	\$25,220,100	\$ 27,198,300	\$ 1,978,200	7.8%
Estimated Uses				
Personnel Costs	25,076,600	27,057,200	1,980,600	7.9%
Contracts & Materials				
Supplies & Material	64,600	62,000	(2,600)	-4.0%
Internal Reproduction Charges	37,000	37,000	-	0.0%
Other Professional Services	17,000	20,000	3,000	17.6%
External Vendors	2,800	-	(2,800)	-100.0%
Miscellaneous	13,400	13,400	-	0.0%
Other	8,700	8,700	-	0.0%
Total Contracts & Materials	143,500	141,100	(2,400)	-1.7%
Total Uses	\$25,220,100	\$ 27,198,300	\$ 1,978,200	7.8%
Sources over Uses	\$ -	\$ -	\$ -	N/A

2022 Program Budget Highlights & Special Issues

- Personnel Cost increase reflects the removal of five Cost Savings Days, one health insurance holiday and contractual wage increases for 2021 and 2022.
- Supplies and Materials and External Vendors' costs are lower due to various cost saving measures.
- Other Professional Services are higher due to additional costs for K-9 boarding and medical expenses.

Police Investigation and Admin				
	2021	2022		
	Original	Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	29,089,900	33,172,500	4,082,600	14.0%
Total Sources	\$29,089,900	\$ 33,172,500	\$ 4,082,600	14.0%
Estimated Uses				
Personnel Costs	19,682,000	22,839,000	3,157,000	16.0%
Contracts & Materials				
Management Contracts	3,686,890	4,415,100	728,210	19.8%
Fleet Charges/Direct Bill	805,000	805,000	-	0.0%
Gasoline and Diesel Fuel	701,900	731,200	29,300	4.2%
Public Service Contracts	671,800	708,700	36,900	5.5%
Supplies and Materials	737,100	723,500	(13,600)	-1.8%
Miscellaneous	112,400	181,700	69,300	61.7%
Maintenance Agreements	431,210	428,500	(2,710)	-0.6%
Security Services	114,000	113,700	(300)	-0.3%
Telephone	97,700	97,700	-	0.0%
Other Professional Services	205,700	111,700	(94,000)	-45.7%
Internal Reproduction Charges	68,100	68,100	-	0.0%
Postage and Mailing	25,000	25,000	-	0.0%
Tool and Special Equipment Rent	26,000	21,900	(4,100)	-15.8%
Other Equipment Maintenance	20,700	20,700	-	0.0%
External Vendors	16,000	16,000	-	0.0%
Other	5,000	6,300	1,300	26.0%
Total Contracts & Materials	7,724,500	8,474,800	750,300	9.7%
Capital Equipment/Technolog	1,643,400	1,818,700	175,300	10.7%
Transfers Out	40,000	40,000	-	0.0%
Total Uses	\$29,089,900	\$ 33,172,500	\$ 4,082,600	14.0%
Sources over Uses	\$ -	\$ -	\$ -	N/A

2022 Program Budget Highlights & Special Issues

- Personnel Costs are higher largely due to the inclusion of two recruit classes in 2022. Other contributing factors are the removal of five Cost Savings Days, one health insurance holiday and contractual wage increases.
- Management Contracts are higher as the Regional Dispatch costs are increasing, and due to the timing of photo enforcement expenses.
- Gasoline is higher based on current trends.
- Uptick in Public Service Contracts is a result of Crime Lab cost increases.
- Miscellaneous budget is higher due to court fees associated with traffic violations and inflationary adjustments.
- Other Professional Services has declined due to timing of an agreement with ADAMHS for providing mobile mental health crisis services.
- Transfers Out budget is the same; for services provided through the Mediation Center.

Law Enforcement Funds				
	2021 Original Budget	2022 Proposed Budget	\$ Chg.	% Chg.
Estimated Sources				
State RICO	119,886	77,200	(42,686)	-35.6%
Federal RICO	312,082	250,200	(61,882)	-19.8%
Drug RICO	93,697	60,000	(33,697)	-36.0%
Total Sources	\$ 525,700	\$ 387,400	\$ (138,265)	-26.3%
Estimated Uses				
Contracts & Materials				
Travel and Training	153,923	83,600	(70,323)	-45.7%
Supplies and Materials	93,857	36,500	(57,357)	-61.1%
Miscellaneous	86,615	60,000	(26,615)	-30.7%
Telephone	18,818	52,500	33,682	179.0%
Maintenance Agreements	26,110	25,700	(410)	-1.6%
Consulting Services	30,150	-	(30,150)	-100.0%
Tools & Special Equipments Rentals	19,477	18,400	(1,077)	-5.5%
Contributions & Donations	70	10,000	9,930	14185.7%
Legal Advertising	14,781	12,500	(2,281)	-15.4%
Fleet and Fuel Charges	38,645	15,000	(23,645)	-61.2%
Other	4,470	1,200	(3,270)	-73.2%
Total Contracts & Materials	486,900	315,400	(171,515)	-35.2%
Capital Equipment/Technology	38,750	72,000	33,250	85.8%
Total Uses	\$ 525,650	\$ 387,400	\$ (138,265)	-26.3%
Sources over Uses	\$ -	\$ -	\$ -	N/A

2022 Program Budget Highlights & Special Issues

- Law Enforcement Fund revenue continues to decline, particularly for Federal and Drug RICO sources.
- Operating costs have been moved into the General Fund as resources have dwindled in the Law Enforcement Funds.
- The Law Enforcement Fund is supported by cash proceeds and the budget is solely allocated based on the current cash available. The revenue sources listed are estimates for informational purposes.

Municipal Court				
	2021	2022		
	Original	Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	4,672,900	5,287,300	614,400	13.1%
Total Sources	\$ 4,672,900	\$ 5,287,300	\$ 614,400	13.1%
Estimated Uses				
Personnel Costs	4,121,000	4,663,100	542,100	13.2%
Contracts & Materials				
Other Professional Services	408,800	452,500	43,700	10.7%
Legal Services	50,000	60,000	10,000	20.0%
Supplies and Materials	30,000	30,000	-	0.0%
Miscellaneous	21,700	21,700	-	0.0%
Internal Reproduction Charges	15,400	15,000	(400)	-2.6%
Gasoline and Diesel Fuel	12,000	12,000	-	0.0%
Fleet Charges/Direct Bill	8,000	16,000	8,000	100.0%
Employee Travel & Training	-	9,000	9,000	N.A
Telephone	-	2,000	2,000	N.A
Other	6,000	6,000	-	0.0%
Total Contracts & Materials	551,900	624,200	72,300	13.1%
Total Uses	\$ 4,672,900	\$ 5,287,300	\$ 614,400	13.1%
Sources over Uses	\$ -	\$ -	\$ -	N/A

2022 Program Budget Highlights & Special Issues

- Increase in Personnel Cost reflects an addition of two new positions and filling of two vacant positions, along with removal of five CSDs and one health insurance holiday.
- Other Professional Services includes a budgeted increase to support higher wages for Court security services.
- Legal Services budget has been restored to 2019 levels due to increased activity.
- Aging inventory are driving the increase in the Fleet repair charges.
- Employee Travel increases reflect the restoration of travel budget cuts made due to the pandemic.

Clerk of Courts				
	2021	2022		
	Original	Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	3,740,300	4,079,900	339,600	9.1%
Total Sources	\$ 3,740,300	\$ 4,079,900	\$ 339,600	9.1%
Estimated Uses				
Personnel Costs	3,337,800	3,609,400	271,600	8.1%
Contracts & Materials				
Postage and Mailing Services	131,000	130,000	(1,000)	-0.8%
Management Contracts	107,000	170,000	63,000	58.9%
Supplies and Materials	60,000	60,000	-	0.0%
Other Professional Services	62,000	62,000	-	0.0%
Internal Reproduction Charges	20,000	20,000	-	0.0%
Employee Travel & Training	5,500	11,000	5,500	100.0%
Miscellaneous	8,000	8,000	-	0.0%
Insurance - Contractual	9,000	9,500	500	5.6%
Total Contracts & Materials	402,500	470,500	68,000	16.9%
Total Uses	\$ 3,740,300	\$ 4,079,900	\$ 339,600	9.1%
Sources over Uses	\$ -	\$ -	\$ -	N/A

2022 Program Budget Highlights & Special Issues

- Change in Personnel Cost reflects the removal of five CSDs, one health insurance holiday and wage increases.
- Increases in Management Contracts are driven by bank and credit card processing fees, which has been unpredictable due to COVID-19.
- Employee Travel has been restored to prior levels as travel restrictions have lifted.

Human Relations Council				
	2021 Original Budget	2022 Proposed Budget	\$ Chg.	% Chg.
Estimated Sources				
General Fund	977,100	1,096,600	119,500	12.2%
Total Sources	\$ 977,100	\$ 1,096,600	\$ 119,500	12.2%
Estimated Uses				
Personnel Costs	711,300	981,600	270,300	38.0%
Contracts & Materials				
Other Professional Services	237,800	71,500	(166,300)	-69.9%
Employee Travel & Training	14,000	25,000	11,000	78.6%
Non-City Employee Travel	2,000	-	(2,000)	-100.0%
Marketing/Promotional Ads	2,800	5,500	2,700	96.4%
Supplies and Materials	5,100	10,000	4,900	96.1%
Internal Reproduction Charges	2,500	2,400	(100)	-4.0%
Miscellaneous	1,600	600	(1,000)	-62.5%
Total Contracts & Materials	265,800	115,000	(150,800)	-56.7%
Total Uses	\$ 977,100	\$ 1,096,600	\$ 119,500	12.2%
Sources over Uses	\$ -	\$ -	\$ -	N/A

2022 Program Budget Highlights & Special Issues

- Personnel Costs have increased as a result of a reorganization, and the establishment of the Justice and Inclusion Program.
- Other Professional Services experienced a budget reduction as contracted costs have moved to personnel due to the reorganization.
- Contracts and Materials includes \$100,000 in new costs for the Community Appeals Board.

Mediation Center				
	2021	2022		
Estimated Sources	Original Budget	Proposed Budget	\$ Chg.	% Chg.
General Fund	150,000	878,500	728,500	485.7%
Transfer from Police	40,000	40,000	-	0.0%
Mediation Revenue	376,600	450,400	73,800	19.6%
Total Sources	\$ 566,600	\$ 1,368,900	\$ 802,300	141.6%
Estimated Uses				
Personnel Costs	400,600	1,022,800	622,200	155.3%
Contracts & Materials				
Other Professional Services	143,000	143,000	-	0.0%
Other	23,000	47,300	24,300	105.7%
Total Contracts & Materials	166,000	190,300	24,300	14.6%
Capital Equipment/Technology	-	155,800	155,800	N.A
Total Uses	\$ 566,600	\$ 1,368,900	\$ 802,300	141.6%
Sources over Uses	\$ -	\$ -	\$ -	N/A

2022 Program Budget Highlights & Special Issues

- Personnel Cost increases are largely associated with the Alternate Response Program.
- Other costs include training and technology for the Alternate Response Program, as well as maintenance and fuel for Alternate Response vehicles.

Law/Prosecutor's Office				
	2021	2022		
	Original	Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	1,151,600	1,265,200	113,600	9.9%
Total Sources	\$ 1,151,600	\$ 1,265,200	\$ 113,600	9.9%
Estimated Uses				
Personnel Costs	1,131,600	1,242,200	110,600	9.8%
Contracts & Materials				
Supplies and Materials	9,000	10,000	1,000	11.1%
Other Professional Services	-	-	-	N.A
Internal Reproduction Charges	8,000	10,000	2,000	25.0%
Postage and Mailing Services	3,000	3,000	-	0.0%
Total Contracts & Materials	20,000	23,000	3,000	15.0%
Total Uses	\$ 1,151,600	\$ 1,265,200	\$ 113,600	9.9%
Sources over Uses	\$ -	\$ -	\$ -	N/A

2022 Program Budget Highlights & Special Issues

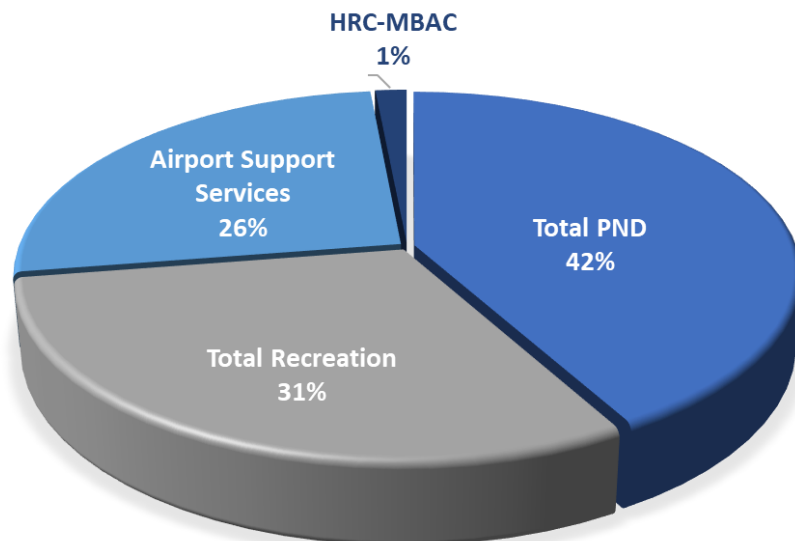
- Personnel Cost increases reflect one added position as well as removal of five Cost Savings Days, one health insurance holiday and wage increases.
- Internal Reproduction and Supplies and Materials have been increased based on usage.

Detail by CSA: Economic & Community Development

Budget Summaries

The Policy Objective of the Economic and Community Development Community Service area is to foster a viable, sustainable and healthy urban community by providing quality amenities, economic opportunities and affordable housing options. The Economic and Community Development Program areas with 2021 Original Budget and 2022 Proposed Budget are listed below:

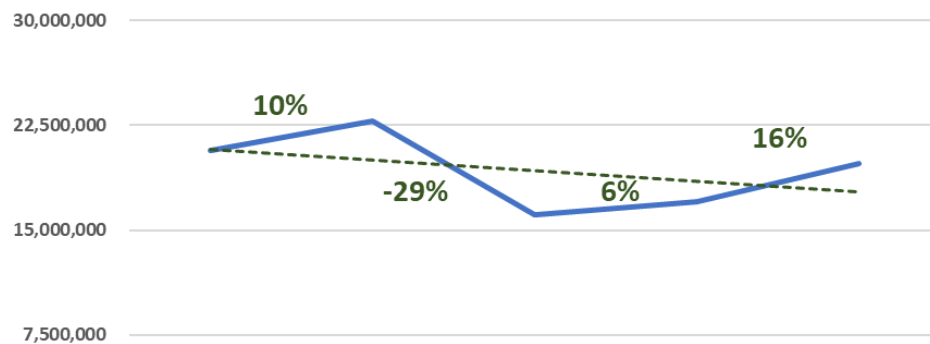
Program	2021 Original Budget	# FTEs	2022 Proposed Budget	\$ Chg.	% Chg.	# FTEs
Community Engagement	178,000	1	809,600	631,600	354.8%	8
Development	4,342,500	16	5,416,100	1,073,600	24.7%	15
Planning	803,800	7	710,200	(93,600)	-11.6%	7
PND Administration	850,300	4	1,332,600	482,300	56.7%	10
Subtotal PND	6,174,600	28	8,268,500	2,093,900	33.9%	40
Convention Center	406,100	3	-	(406,100)	-100.0%	0
Golf	2,130,000	5	2,079,000	(51,000)	-2.4%	4.5
Recreation	3,189,800	42	3,984,300	794,500	24.9%	51.5
Subtotal Recreation	5,725,900	50	6,063,300	337,400	5.9%	56
Airport Support Services	4,926,600	11	5,123,400	196,800	4.0%	11
HRC-Minority Business Asst Center	277,500	2	300,000	22,500	8.1%	2
Grand Total Economic & Community Development CSA	\$ 17,104,600	91	\$ 19,755,200	\$ 2,650,600	15.5%	109



Below, a trend analysis for the Economic & Community Development CSA spending from 2018 through 2022's recommend allocation, segmented by program area.

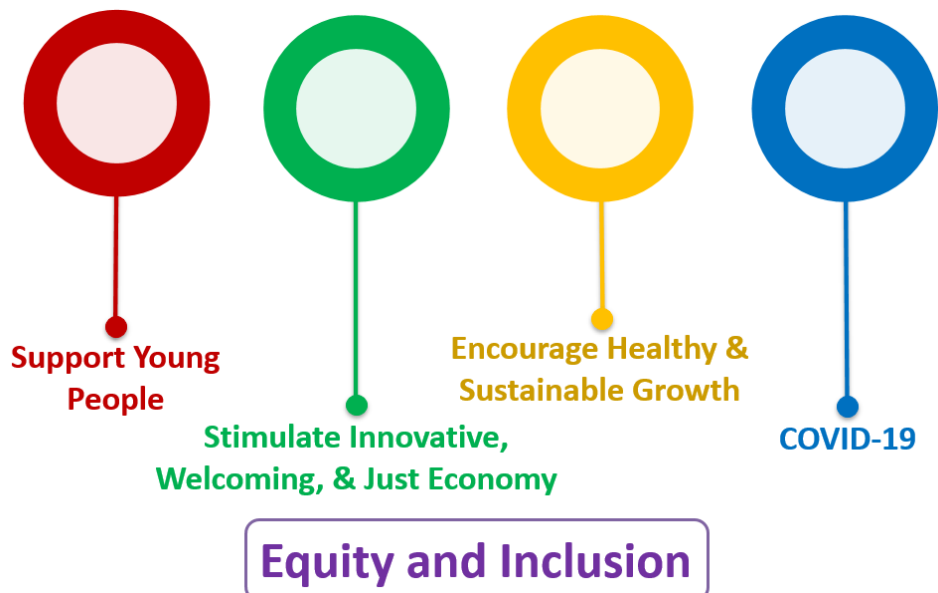
Economic & Community Development	2018 Actuals	2019 Actuals	2020 Actuals	2021 Projected	2022 Proposed Budget
Airport Support Services	5,623,819	5,478,214	3,439,929	4,163,996	5,123,400
Development	4,859,162	6,385,545	4,847,564	5,263,194	5,416,100
PND Administration	658,470	999,213	955,445	1,005,216	1,332,600
Planning	1,054,632	654,263	640,678	698,988	710,200
Community Engagement	-	417,566	224,489	152,380	809,600
Convention Center	1,972,287	1,948,887	1,265,931	424,525	-
HRC-Minority Business Asst Center	-	78,750	248,508	247,550	300,000
Golf	2,882,329	3,172,932	1,774,994	2,425,420	2,079,000
Recreation	3,670,251	3,646,448	2,681,976	2,634,629	3,984,300
Total	\$ 20,720,951	\$ 22,781,817	\$ 16,079,512	\$ 17,015,898	\$ 19,755,200

**Economic & Community Development CSA Spending Trend
2018 - 2022**



	2018 Actuals	2019 Actuals	2020 Actuals	2021 Projected	2022 Proposed Budget
Total Expenses	20,720,951	22,781,817	16,079,512	17,015,898	19,755,200

Below are the Policy Priorities for the Economic & Community Development CSA. The following pages will detail 2021 outcomes by priority, as well as the 2022 “Path to Progress” for improved outcomes.



Program Performance

Priority: Support Young People (PND)

Objective: Prepare children for elementary school by supporting preschool education programs

Activity: Actively support Preschool Promise

- **2021 Results:** 51 of the 52 enrolled Preschool Promise providers received a star rating, ranging from one to five. 36 of the star rated preschools, or 70.6%, received the highest rating of five stars for the 2020-2021 school year. Following strong growth in the total number of star rated provider for the preceding three years, a decline of 17.7% in the total number of star rated providers was realized following pandemic-driven interruptions.
- **2022 Path to Progress:** Collaborate with Preschool Promise partners to improve outcomes as schools recover from the pandemic. Support the expansion of Preschool Promise to Dayton three-year-old children.



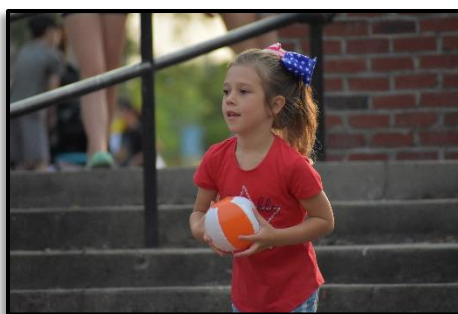
Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of star rated Preschool Promise providers	98.4%	>98.0%	98.4%	98.1%	>98.0%
% change in the number of star rated Preschool Promise providers	21.6% increase	5.0% increase	21.6% increase	17.7% decrease	10% increase

Priority: Support Young People (Recreation)

Objective: Offer programs that promote and encourage reading

Activity: Provide programs for young people in an effort to impact literacy at the third-grade level

- **2021 Results:** Summer Camp was held with COVID-19 protocols, and we operated one location with 30.0% registration. The Lohrey camp was cancelled after the 4th week of camp due to low registrations, likely due to increased camp offerings in the Dayton area. DPS offered a free camp for their students after the school year was extended by one month. Recess After School attendance has been lower, as we are lacking a strong Wi-Fi connection for young people to use with school issued devices. Recreation and IT are working to address this issue.
- **2022 Path to Progress:** Both camp locations will operate with modified COVID-19 restrictions. The Dayton Sprouts program will operate for the second year and field trips will be restored, a crucial amenity for parents. Conduct an extensive review of after school programming and plan for more activities during safe haven hours. Complete Wi-Fi upgrades to better serve the community.



Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of young people in attendance at Recreation programs with reading & learning components	1,638	4,000	1,638	802	4,000

Equity and Inclusion Lens: We are committed to modeling diversity and inclusion to our youth participants and will continue to improve our policies and procedures to ensure an inclusive environment with equitable treatment for our after-school and summer programs.

Objective: Maximize participation in recreation facilities and programs

Activity: Provide affordable, high-quality recreation facilities and programs

- **2021 Results:** Youth programming resumed late in Q2 of 2021. Indoor youth programming continues to see low attendance due to sustained COVID-19 concerns. Parents are seeking safer programming options for their children. Reduced staffing levels hampered our ability to increase sports programming, however, we were able to gradually return to normalcy while also experiencing an increase in attendance.
- **2022 Path to Progress:** Recreation hopes to fill currently vacant positions and hire seasonal staff to facilitate additional programming. Program plans include offering more youth sports leagues and after school programming. Technology improvements will help to attract new, and returning, young people to our facilities.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of young people in attendance	REC: 17,240 Golf: 1,942	REC: 8,000 Golf: 4,000	REC: 14,640 Golf: 1,596	REC: 4,915 Golf: 1,203	REC: 8,000 Golf: 4,000

Equity and Inclusion Lens: The Sports Division will continue to offer scholarships to provide equitable opportunities, as well as eliminating the requirement to use birth certificates to verify age.



Priority: Support Young People (Aviation)

Objective: Promote aviation to young people in the Dayton region

Activity: Offer programs, events and camps about aviation and aviation jobs for children and families

- **2021 Results:** Due to COVID-19, the airport has not hosted any programs about aviation for children and families.
- **2022 Path to Progress:** The airport will expand the program to ensure local DPS students are able to attend Air Camp.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of participants	0	3,500	0	0	3,500



Equity and Inclusion Lens: Work to expand the Air Camp to include local DPS students and their families to ensure low-income families will be able to learn about the aviation industry and the related career opportunities.

Priority: Stimulate Innovative, Welcoming, & Just Economy (Aviation)

Objective: Increase seat capacity

Activity: Contact airlines to show how the Dayton market can support additional capacity to current and new markets

- **2021 Results:** Airlines are adding back routes which is increasing the seat capacity, DAY is showing 89.0% throughput compared with seat capacity. Therefore, the market is showing a strong desire for flights and a continued increase in the available seat capacity.
- **2022 Path to Progress:** The airport is continuing to recover from the slowdown in airline travel as a result of the pandemic. As airlines continue to strategically add routes back, the airport will work to ensure that DAY is proactively seeking additional routes and seat capacity.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% increase in seat capacity at DAY	54.0% decrease	44.0% increase	56.9% decrease	63.5% increase	20.0% increase



Equity and Inclusion Lens: In order to provide additional low-cost options, we will work to expand seat capacity while striving to keep expenses low. A lower cost per enplanement will result in additional cost savings that can be passed on to our community through anticipated lower fares.

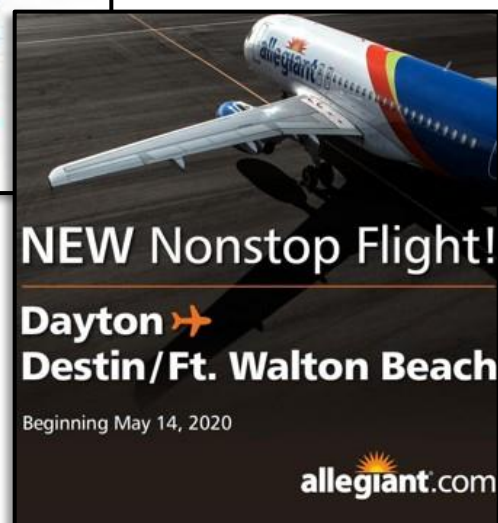
Objective: Increase number of new markets with direct service

Activity: Track new markets at DAY

- **2021 Results:** Through Q3 of 2021, one new market was brought to the airport, allowing for flights to Orlando, Florida.
- **2022 Path to Progress:** The airport will continue marketing the demand for new routes with airlines. With this demand, and the low cost per enplanement offered, DAY anticipates being able to continue expanding to new markets in 2022.

Equity and Inclusion Lens: DAY will work to lower the cost per enplanement, thus allowing cost savings to be passed on to our community through lower fares. This will provide access to flights to a wider range of income levels. New seasonal flights and higher seat capacity will provide additional access to air travel for the community.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of new markets at DAY	2	1	2	1	1



Objective: Increase construction payroll and supplier opportunities

Activity: Provide business opportunities through the Disadvantaged Business Enterprise (DBE) Program

- **2021 Results:** The airport works with HRC to expand the use of vendors certified as DBEs.
- **2022 Path to Progress:** The airport will continue to work with HRC to ensure we expand our reach to Disadvantaged Business Enterprises.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of contracts awarded through program	23.0%	23.0%	21.0%	23.0%	23.0%

Equity and Inclusion Lens: The DBE Program encourages socially and economically disadvantaged business owners to apply for programs within the transportation agencies.



Other Activity: Hosting local organizations to encourage use of the airport

- **2021 Results:** Hosted a tour of the airport with Montgomery County Career Services.

2022 Path to Progress: Continue promoting the airport to local companies and organizations.

Other Activity: Ensure customers have concessions at the airport while waiting on flights

- **2021 Results:** Due to COVID-19, the airport has had less concessions options, but the airport has used this time to implement renovations. Current renovations are underway at the airport, with the Great American Bagel's new location opening in Q3 2021.
- **2022 Path to Progress:** Dunkin' will be opening in 2022 and the MVP Bar & Grill will reopen.



Priority: Stimulate Innovative, Welcoming, & Just Economy (HRC)



Program: Minority Business Assistance Center (MBAC)

Program Strategic Objective: Build capacity of, and provide, economic opportunities for minority, women-owned, and socially and economically disadvantaged businesses. Utilize State aid for recruitment and lending, counseling, and training for minority, women, and socially and economically disadvantaged businesses over a 12-county region.

Activity: Provide business development and supportive services to include targeted outreach and workshops, certification assistance, management, technical and contract procurement services

- **2021 Results:** \$7.2 million of public sector awards pledged, and 48 jobs created.
- **2022 Path to Progress:** Continue to establish relationships with public and private businesses, identifying resources and strategic partners to provide educational programming (workshops and conferences) for prospective, new, and second-stage business owners. HRC will deliver no-cost business consulting. 2022 focus areas will include targeted outreach (Minority and Women's Entrepreneurship and Access to Capital Conference is planned for Q2 of 2022 and S/MBE business cohort program in conjunction with PEP), Historic Preservation, COVID-19 Recovery, and new Micro Loan Program through First Financial.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
\$ value of capital infusion (loans, micro-loans, grants)	New Measure	\$2 million	New Measure	\$538,030	\$2 million
# of new MBE Certifications	New Measure	80	New Measure	14	80

Community Outcome: Addressing Racial Gaps in Jobs



Activity: Identify historic preservation sites for the development of a Historic Preservation Training Program

- **2021 Results:** The MBAC retained a Historic Preservation Specialist and has identified 61 possible sites for the development of a historic preservation training program for minority, women-owned and small, disadvantaged businesses, and tradespersons. Other supportive services will also be provided, as needed.
- **2022 Path to Progress:** Five historic restoration sites, through adaptive re-use projects, will be selected for initial planning along with the identification of developers and/or banking institutions for partnerships. This agreement will enable the HRC to research, create, record and document programming elements of the Dayton MBAC's Historic Preservation Initiative to be incorporated within MBAC operations. Also, to identify potentially historic preservation projects and project development resources for disadvantaged businesses across the region.



Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of historic preservation sites identified and selected for adaptive reuse	New Measure	New Measure	New Measure	New Measure	5

Community Outcome: Overall Satisfaction with Neighborhood, Addressing Racial Gaps in Jobs

Equity and Inclusion Lens: The MBAC will continue to provide management and technical assistance, procurement information, bonding assistance, cost estimating services, and organizational assessments to minority-owned, women-owned, and small disadvantaged businesses. Additionally, for businesses engaged in the construction sector, MBAC will provide Construction and Plan Room fee assistance to minorities, women, and small businesses in Montgomery County. Finally, with the addition of the Preservation Specialist, MBAC will identify historical sites that may be utilized to develop a training program for minority, women-owned and small, disadvantaged businesses, and tradespersons.



Priority: Stimulate Innovative, Welcoming, & Just Economy (PND)

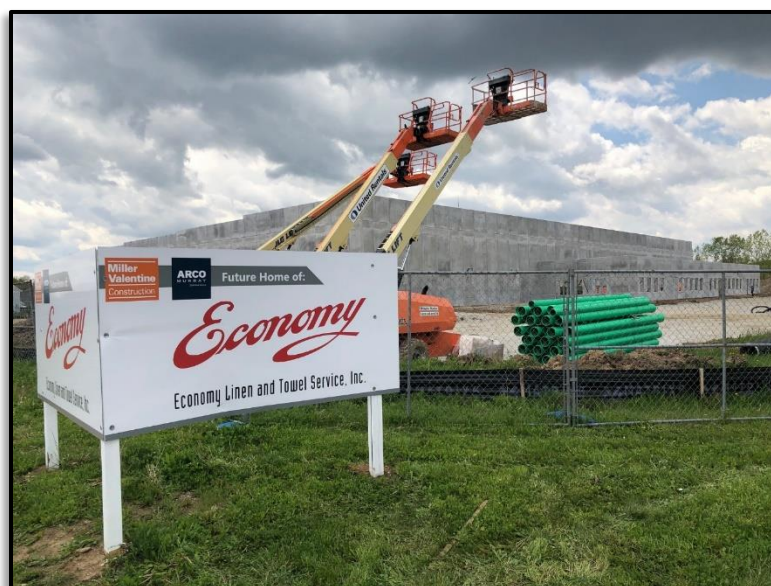
Objective: Increase throughput for projects

Activity: Facilitate projects and technical assistance

- **2021 Results:** Responded to 100% of requests for technical assistance.
- **2022 Path to Progress:** Follow-up or respond to site selector inquiries within three business days.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% response time within 72 hours	100%	90.0%	100%	100%	90.0%

Equity and Inclusion Lens: This activity relates to site selector inquiries for developable sites. Development staff promote sites where investment and development would improve economic opportunities for low-income neighborhoods and communities of color. In 2022, the Division of Development will be reevaluating our performance measures and economic development strategies to identify changes or new initiatives to address the challenge of equity and inclusion.



Objective: Increase job creation and retention

Activity: Facilitate projects and technical assistance

- **2021 Results:** Successfully pledged to create 83 jobs and retain 166 jobs.
- **2022 Path to Progress:** Engage with existing and potential businesses to retain and/or attract jobs. Utilize CDBG funding to implement and bolster workforce training and development programs.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of jobs created	86	250	86	83	250
# of jobs retained	250	1,000	250	166	1,000

Equity and Inclusion Lens: The West Dayton Development Fund and the NW Dayton Development Fund are utilized for targeted investment strategies to improve economic opportunities in those geographies. Other economic tools are more generally used to support projects that create economic opportunities throughout the City.



Objective: Enhance manufacturing day participation

Activity: Coordinate with schools, manufacturing companies and parents

- **2021 Results:** Manufacturing Day was held virtually due to the pandemic in Q4 of 2021, with 17 companies attending and 1,200 students participating. The entire month of October was promoted as “Manufacturing Month”.
- **2022 Path to Progress:** Collaborate with DPS and leading manufacturers to build on our past success.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of students or schools participating	50 Schools	50 schools	50 schools	1,200 students*	TBD
# of manufacturing companies participating	7	5	7	17*	TBD

*Results reported as of Q4



Priority: Encourage Healthy & Sustainable Growth (PND)



Program: Community Engagement

Program Strategic Objective: Positively impact and facilitate engagement within communities through strategic investments, quality of life improvements and thoughtful partnerships with residents.

Activity: Develop safety plans, neighborhood plans, and strategic plans in collaboration with City Departments and the community to improve quality of life and to create an asset-based development strategy

- **2021 Results:** Through Q3 of 2021, we met with all neighborhoods in East Dayton and began working with West Dayton neighborhoods in November 2021.
- **2022 Path to Progress:** We will complete eight safety plans in 2022.



Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of plans completed within a year	New Measure	TBD	New Measure	0	8

Community Outcome: Overall Satisfaction with Neighborhood, Trust in Neighbors



Activity: Provide resources for community events, assist with neighborhood projects and address concerns to build capacity in neighborhoods

- **2021 Results:** Activity will start in 2022 with the newly created Community Engagement team.
- **2022 Path to Progress:** We will strengthen regional networks to create a strong foundation for residential support in order to address neighborhood requests and/or concerns. Such agencies may include: the Dayton Urban League, Montgomery County Animal Resource Center, Habitat for Humanity, and Rebuilding Together Dayton. We will also build capacity in neighborhoods by utilizing internal connections with Dayton Mediation Center, Public Affairs, and Dayton Police. Capacity is built by providing supportive dialogue and facilitating neighborhood conversations, by increasing neighborhood marketing and communication distribution, and by addressing neighborhood concerns with our City service Departments.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of requests resolved	New Measure	TBD	New Measure	0.0%	TBD



Community Outcome: Overall Satisfaction with Neighborhood, Trust in Neighbors



Activity: Provide training and education to Dayton residents on local government and neighborhoods through Community Conversations, the Neighborhood Leadership Institute, and involvement with our government so that their voices are heard

- **2021 Results:** We hosted 20 Community Conversations: (12) ARPA, (5) Neighborhood Safety Plans, and (3) Neighborhood President Forums.
- **2022 Path to Progress:** We plan to hold six Neighborhood Leadership Institute trainings, six Neighborhood Seminars, and 12 Walk the Block Sessions in 2022.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of community events held	New Measure	TBD	New Measure	20	24



Community Outcome: Overall Satisfaction with Neighborhood, Trust in Neighbors



Activity: Provide Neighborhood Mini-Grant funding and Community Engagement Grant funding to neighborhood and community applicants for neighborhood projects

- **2021 Results:** In 2021, we had \$100,000 in funding for mini-grants and \$30,000 in funding for festival grants. Through Q3 of 2021, we received twenty-one City of Dayton Neighborhood Mini-Grant applications and seventeen were selected to be funded. We received thirty-one Community Engagement applications and twenty-three were selected to be funded.
- **2022 Path to Progress:** PND will have increased funding for mini-grants, totaling \$200,000 in 2022. We will utilize capacity building services to help prepare neighborhood associations to undertake projects. We will increase our outreach efforts to the community so that more neighborhood associations are prepared to use the funds available.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of successfully completed Neighborhood Mini-Grants	N/A	TBD	N/A	81.0% (17 of 21)	>80.0%
% of successfully completed Community Engagement Grants	suspended due to COVID-19	TBD	suspended due to COVID-19	74.0% (23 of 31)	>75.0%

Community Outcome: Overall Satisfaction with Neighborhood, Trust in Neighbors

Equity and Inclusion Lens: We will provide training, capacity building and facilitation to help build capacity in neighborhoods, with a specific focus on assisting minority and low-income residents. The end goal is for neighborhoods to be able to originate a mini-grant application and successfully complete a mini-grant project.



Program: Community Development

Program Strategic Objective: Improve the city's neighborhoods and promote equity amongst the most vulnerable populations.

Activity: Management of Emergency Shelter grants

- **2021 Results:** Provided emergency shelter for 92,415 bed nights; 40,168 at the Apple Street shelter and 52,247 at the Gettysburg shelter.
- **2022 Path to Progress:** Coordinate with Montgomery County's Homeless Solutions Policy Board to continue operating Dayton's homeless shelters and bolster available services and programs aimed at reducing and preventing homelessness.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of overnight stays per year based on availability	New Measure	167,900	New Measure	92,415	167,900

Equity and Inclusion Lens: The Gettysburg and Apple Street emergency shelters are available to all individuals city-wide. The operational support of the shelters addresses the emergency housing needs of vulnerable populations by providing a safe space for individuals and families to eat, sleep, and live until a permanent housing solution can be provided.

Community Outcome: Overall Satisfaction with Neighborhood



Activity: Provide funding to reduce Emergency Shelter utilization

- **2021 Results:** 57 individuals received prevention and diversion services.
- **2022 Path to Progress:** Coordinate with Montgomery County's Homeless Solutions Policy Board to continue the provision and support for prevention, diversion, and rapid re-housing programs to prevent vulnerable households from becoming homeless.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of individuals receiving prevention and diversion services	New Measure	120	New Measure	57	120

Equity and Inclusion Lens: Prevention, Diversion, and Rapid Re-Housing services prevent vulnerable, low-income families and individuals from entering the emergency shelter system by assisting them with rental and utility arrears that may prevent the loss of housing. Additionally, these services can help low-income households quickly return to stable housing after entering the emergency shelter system.

Community Outcome: Overall Satisfaction with Neighborhood, Worry/Stress About Money





Activity: Provide public service programs to increase access of Low/Moderate Income (LMI) individuals

- **2021 Results:** 103 individuals were provided with access to public services.
- **2022 Path to Progress:** Continue implementation of CDBG public service activities funded during the 2021 CDBG Competitive Process.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of individuals receiving prevention and diversion services	New Measure	250 to 300	New Measure	103	250

Equity and Inclusion Lens: Through the competitive process, we are funding organizations such as Daybreak, Catholic Social Services, Homefull, the HomeOwnership Center of Greater Dayton, and Miami Valley Child Development Centers, so that a larger number of LMI individuals, families, and neighborhoods have access to workforce training, down payment assistance, housing counseling, and childcare. These services are meant to provide equitable access to jobs, access to credit, access to homeownership and childcare. The Department will work to ensure that data is utilized so that needs within minority populations are equitably supported.

Community Outcome: Overall Satisfaction with Neighborhood, Worry/Stress About Money



Activity: Provide LMI homeowners with homeowner rehab programs

- **2021 Results:** Aided 67 homeowners through homeowner rehab programs.
- **2022 Path to Progress:** Continue to implement CDBG homeowner rehabilitation programs funded through the 2021 CDBG Competitive Process.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of homeowners served through rehab programs	New Measure	100	New Measure	67	100



Community Outcome: Overall Satisfaction with Neighborhood, Worry/Stress About Money

Priority: Encourage Healthy & Sustainable Growth (Recreation)

Objective: Maximize use of recreation programs, opportunities, and facilities

Activity: Provide high-quality recreation programs and maintain quality facilities

- **2021 Results:** Recreation facility usage and program attendance has continued to improve following the cancellation of programming in 2020 due to COVID-19. While general recreation programs continued to operate at 50.0% capacity, indoor sports programs are operating at full capacity. Operations are gradually returning to normal as statewide COVID-19 protocols are relaxed. However, Recreation facilities are still operating under reduced hours of operations to better manage staffing levels following higher staffing turnover.
- **2022 Path to Progress:** Recreation will finalize and implement our Strategic Plan by mid-2022. We will continue to recruit new staff so that programming can return to normal operations. Hiring new staff will allow us to offer more outdoor programming, encouraging safer activities in the open air. In 2022, the Sports Division will continue to offer in-demand programs and we will work on our partnership with DPS. Golf will start the 2022 season off with completed bunker renovations and begin to implement our Golf Master Plan.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of recreation attendance	REC: 68,445 Golf (rounds): 79,677	REC: 210,000 Golf (rounds): 70,000	REC: 65,652 Golf (rounds): 66,417	REC: 46,740 Golf (rounds): 71,212	REC: 210,000 Golf (rounds): 70,000

Equity and Inclusion Lens: Recreation will reevaluate programming to ensure our programming, activities and events are more inclusive. The Department will hold annual mandatory diversity, equity and inclusion trainings. We will review our policies, procedures, marketing materials and other written materials to remove any language that is not inclusive.



Objective: Create recreation opportunities that will connect members of the Dayton community

Activity: Host community events that draw neighbors together

- **2021 Results:** Recreation cancelled the Jazz Festival event due to COVID-19 protocols. Crowd attendance returned to near-normal levels for the 2021 Summer Music Series and Fireworks Festivals as residents desired to be outside during the pandemic. In Q4 of 2021, we hosted our drive through Fall Harvest event, where we were able to distribute bags with candy and provide a safe option to 3,500 young people and their families.
- **2022 Path to Progress:** We are planning our normally scheduled events, but we will examine how we can be more inclusive, to expand the varieties of food and entertainment we offer. Additionally, in 2022 we are planning a family friendly event with a focus on sustainability.



Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of attendees at community events	1,791	38,650	0	44,500	38,650

Equity and Inclusion Lens: Recreation is working with Planning, Neighborhoods, and Development to assist our immigrant population with hosting culturally specific community events.

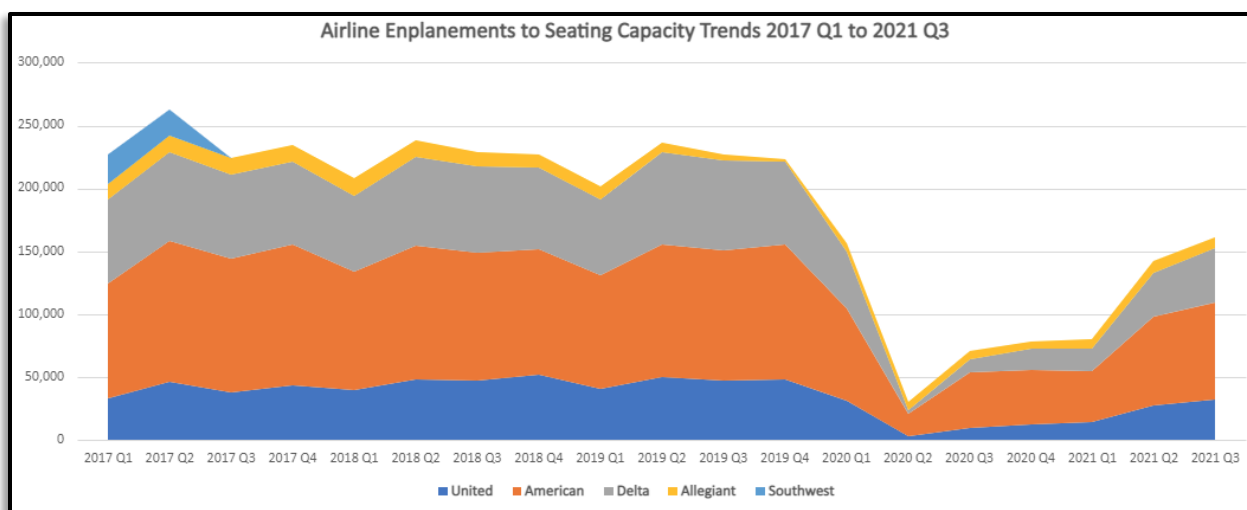
Priority: COVID-19 Response (Aviation)

Activity: Ensuring the terminal has adequate cleaning staff to maintain a clean environment

- **2021 Results:** The Department continues to hire cleaning staff for the airport, and supplements staffing needs with Public Works employees.
- **2022 Path to Progress:** Will continue to hire cleaning staff, and we anticipate filling vacancies in 2022.

Activity: Working with the airlines to increase capacity and enplanements, while continuing to keep customers safe by ensuring a clean environment

- **2021 Results:** Recovery of enplanements continues to improve, and airlines are increasing capacity.
- **2022 Path to Progress:** Continue to expand capacity and enplanements.



Priority: COVID-19 Response (HRC)

Activity: The MBAC worked with local minority businesses to secure funding, as they recovered from the negative economic impacts brought on by COVID-19

- **2021 Results:** COVID-19 relief, in the form of Payroll Protection Program loans and Economic Injury Disaster Loans, totaled \$571 million. The average COVID-19 Relief Loan was \$114,200, with the largest award being \$290,000 and the smallest, \$5,000. HRC partnered with First Financial to establish a micro-loan program.
- **2022 Path to Progress:** The MBAC COVID-19 recovery proposal was accepted for funding as part of the 2021-2023 State of Ohio Grant. Additionally, HRC has submitted internal applications for ARPA-funded projects and anticipates award notification in January of 2022. The Department will work to analyze the impact of Federal, State and Local funding opportunities that support capital and business improvements in the region.



Priority: COVID-19 Response (PND)

Activity: Emergency Solutions Grants – CARES Act (ESG-CV) Improvements to Gettysburg Men's Gateway Shelter

- **2021 Results:** Through the provision of \$1.3 million in ESG-CV funding, the City was able to support needed improvements to the Gettysburg Men's Gateway Shelter. By improving the current shelter, residents will be able to better socially distance and participate in healthy living standards to help prevent the spread of infectious diseases.
- **2022 Path to Progress:** During the 2022 program year, the City will see the finalization of improvements and closeout of the ESG-CV program.



Priority: COVID-19 Response (Recreation)

Activity: Ensuring the health and safety of our staff and patrons

- **2021 Results:** Recreation continues to work with Public Health Dayton & Montgomery County to offer COVID-19 vaccines at Northwest Recreation Center. We distributed face masks to the public, reinforced the City's mask policy with staff and patrons, continued deeper cleaning between equipment use and continued daily staff health screenings. By adhering to all health and safety protocols per CDC guidelines and City policies, we were able resume our program offerings (some in a modified format), while keeping our patrons and staff safe. In Golf, we offered a safe environment for golfers by wearing masks and providing additional cleaning of carts in between use.
- **2022 Path to Progress:** Recreation will continue to modify programming by increasing our outdoor programs and activities.



Recommended Budget Detail

Aviation Support Services				
Estimated Sources	2021 Original Budget	2022 Proposed Budget	\$ Chg.	% Chg.
Aviation Operating Fund	4,926,600	5,123,400	196,800	4.0%
Total Sources	\$ 4,926,600	\$ 5,123,400	\$ 196,800	4.0%
Estimated Uses				
Personnel Costs	1,284,300	1,409,400	125,100	9.7%
Contracts & Materials				
Real Estate Taxes	1,014,800	1,014,800	-	0.0%
Marketing and Advertisements	700,000	700,000	-	0.0%
Indirect Cost Allocation	268,200	369,800	101,600	37.9%
Consulting Services	275,400	280,000	4,600	1.7%
Insurance	229,000	280,000	51,000	22.3%
Telephone	160,500	263,000	102,500	63.9%
Other Professional Services	244,200	198,000	(46,200)	-18.9%
Maintenance Agreements	300,400	140,000	(160,400)	-53.4%
Supplies & Miscellaneous	150,500	154,800	4,300	2.9%
Auditing & Legal Services	85,300	76,000	(9,300)	-10.9%
Travel & Training	35,000	60,000	25,000	71.4%
Software Services	-	48,100	48,100	N.A.
All Others	26,500	35,500	9,000	34.0%
Total Contracts & Materials	3,489,800	3,620,000	130,200	3.7%
Capital Equipment/Technology	152,500	94,000	(58,500)	-38.4%
Total Uses	\$ 4,926,600	\$ 5,123,400	\$ 196,800	4.0%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Personnel Cost growth in 2022 is due to the removal of 5 CSDs and 1 Health Insurance Holiday. 2022 also includes negotiated wage increases.
- Due to updated cost allocation calculations, the Indirect Cost Allocation budget is projected to increase 38%.
- Telephone expenses are up \$102,500 for increases in Crash Phone charges for emergency communications.
- Maintenance Agreements have declined by \$160,400 due to the shifting of costs.
- Software Services in 2022 includes costs for GIS licensing previously budgeted in Maintenance Agreements.
- The 2022 Capital budget includes Information Technology upgrades/improvements.

Development				
	2021 Original	2022 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	3,334,000	4,244,000	910,000	27.3%
CDBG	740,000	897,700	157,700	21.3%
HOME	145,100	140,700	(4,400)	-3.0%
Wellfield Protection	123,400	133,700	10,300	8.3%
Total Sources	\$ 4,342,500	\$ 5,416,100	\$ 1,073,600	24.7%
Estimated Uses				
Personnel Costs	1,776,100	1,767,200	(8,900)	-0.5%
Contracts & Materials				
Legal Services & Advertising	66,800	85,000	18,200	27.2%
Other Professional Services	55,600	61,500	5,900	10.6%
Land & Building Rentals	51,000	50,000	(1,000)	-2.0%
Supplies & Miscellaneous	91,100	153,100	62,000	68.1%
Travel & Training	32,200	34,400	2,200	6.8%
Internal Reproduction	14,000	9,000	(5,000)	-35.7%
All Others	5,700	5,900	200	3.5%
Total Contracts & Materials	316,400	398,900	82,500	26.1%
Transfer to Development Fund	2,250,000	3,250,000	1,000,000	44.4%
Total Uses	\$ 4,342,500	\$ 5,416,100	\$ 1,073,600	24.7%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- 2022 Personnel Costs declined slightly following the PND reorganization. Development experienced a net loss of 1 position.
- Legal Advertising costs grew by 27%, or \$18,200, due to increased development activity, requiring more public notices.
- Miscellaneous budget increased 68% due to a higher 2022 CDBG allocation.
- Internal Reproduction costs declined \$5,000 based on actual spending trends.
- The budgeted Development Fund transfer was reduced in 2021 to combat pandemic-driven revenue declines. The transfer budget has been restored in 2022 following economic recovery.

PND Administration				
	2021 Original	2022 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	850,300	1,332,600	482,300	56.7%
Total Sources	\$ 850,300	\$ 1,332,600	\$ 482,300	56.7%
Estimated Uses				
Personnel Costs	535,100	1,203,300	668,200	124.9%
Contracts & Materials				
Public Service				
Contracts/Contributions	90,000	50,000	(40,000)	-44.4%
Internal Reproduction & Mailing	25,000	20,000	(5,000)	-20.0%
Other Professional Services	10,000	19,600	9,600	96.0%
Supplies & Miscellaneous	15,000	10,000	(5,000)	-33.3%
Travel & Training	5,000	10,000	5,000	100.0%
Legal Advertising & Auditing	6,500	6,500	-	0.0%
Telephone	5,000	5,000	-	0.0%
Land & Building Rentals	2,500	5,000	2,500	100.0%
All Others	6,200	3,200	(3,000)	-48.4%
Total Contracts & Materials	165,200	129,300	(35,900)	-21.7%
Transfers Out	150,000	-	(150,000)	-100.0%
Total Uses	\$ 850,300	\$ 1,332,600	\$ 482,300	56.7%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Personnel Costs increased by \$668,200, or 125%, due to the PND reorganization. The Division gained 6 FTEs to support the new Budget & Grants Management team.
- Public Service Contracts & Contributions are down due the restructuring of Division expenses following the reorganization.
- Overall Contracts & Materials are down almost 22%, driven by reductions for Public Service Contracts, Fleet Charges and Internal Reproduction costs based on actual spending trends.

Planning				
Estimated Sources	2021 Original Budget	2022 Proposed Budget	\$ Chg.	% Chg.
General Fund	562,300	468,700	(93,600)	-16.6%
CDBG	241,500	241,500	-	0.0%
Total Sources	\$ 803,800	\$ 710,200	\$ (93,600)	-11.6%
Estimated Uses				
Personnel Costs	571,200	557,400	(13,800)	-2.4%
Contracts & Materials				
Contributions & Donations	85,700	85,700	-	0.0%
Architectural Services	20,000	20,000	-	0.0%
Other Professional Services	40,000	20,000	(20,000)	-50.0%
Travel & Training	12,500	12,500	-	0.0%
Legal Advertising	25,000	10,000	(15,000)	-60.0%
Supplies & Materials	49,400	4,600	(44,800)	-90.7%
Total Contracts & Materials	232,600	152,800	(79,800)	-34.3%
Total Uses	\$ 803,800	\$ 710,200	\$ (93,600)	-11.6%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Personnel costs are down slightly, as a previously vacant position was filled with lower actual Health Insurance costs.
- Contracts & Materials were eliminated from the CDBG portion of the Planning program, in favor of utilizing CDBG funds to support Personnel Costs.

Community Engagement				
Estimated Sources	2021 Original Budget	2022 Proposed Budget	\$ Chg.	% Chg.
General Fund	178,000	809,600	631,600	354.8%
Total Sources	\$ 178,000	\$ 809,600	\$ 631,600	354.8%
Estimated Uses				
Personnel Costs	121,200	696,100	574,900	474.3%
Contracts & Materials				
Other Professional Services	20,000	80,000	60,000	300.0%
Supplies & Materials	30,000	17,000	(13,000)	-43.3%
Land & Building Rentals	6,800	7,000	200	2.9%
Marketing & Advertising	-	3,500	3,500	N.A.
Internal Reproduction	-	3,000	3,000	N.A.
Travel & Training	-	3,000	3,000	N.A.
Total Contracts & Materials	56,800	113,500	56,700	99.8%
Total Uses	\$ 178,000	\$ 809,600	\$ 631,600	354.8%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Personnel Costs increased due to the PND reorganization and the transition from 1 FTE to 8 FTEs in 2022.
- Division Personnel adjustments include the transition of Welcome Dayton & Immigrant Resource positions from HRC and the addition of new Community Engagement Specialist positions.
- Other Professional Services are up \$60,000 for a contract with Propio (formerly Vocalink) and Miami Valley Fair Housing, associated with the transition of Welcome Dayton.
- Supplies & Materials have declined as 2021 included one-time costs for technology purchases for new staff.
- Budget for Marketing, Internal Reproduction and Training has been included for 2022 to support engagement programming.

Convention Center				
	2021 Original	2022 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	406,100	-	(406,100)	-100.0%
Total Sources	\$ 406,100	\$ -	\$ (406,100)	-100.0%
Estimated Uses				
Personnel Costs	132,800	-	(132,800)	-100.0%
Contracts & Materials				
Utilities	75,800	-	(75,800)	-100.0%
Real Estate Taxes	65,000	-	(65,000)	-100.0%
Maintenance Agreements	39,600	-	(39,600)	-100.0%
Facility & Equip. Maintenance	25,400	-	(25,400)	-100.0%
Security Services	24,000	-	(24,000)	-100.0%
Insurance	18,800	-	(18,800)	-100.0%
Supplies & Miscellaneous	11,800	-	(11,800)	-100.0%
Other Professional Services	8,100	-	(8,100)	-100.0%
All Others	4,800	-	(4,800)	-100.0%
Total Contracts & Materials	273,300	-	(273,300)	-100.0%
Total Uses	\$ 406,100	\$ -	\$ (406,100)	-100.0%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- The Convention Center was officially transitioned to the Convention Facilities Authority in 2021. 2021 Budget represented a partial year of funding to allow for the transition.
- The Convention Center fund will be reconciled and closed out in 2022.

HRC - Minority Business Assistance Center				
	2021 Original	2022 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
State Grant	198,775	225,000	26,225	13.2%
General Fund	78,725	75,000	(3,725)	-4.7%
Total Sources	\$ 277,500	\$ 300,000	\$ 22,500	8.1%
Estimated Uses				
Personnel Costs	161,500	183,200	21,700	13.4%
Contracts & Materials				
Consultant Services	107,800	111,400	3,600	3.3%
Marketing & Internal Repro.	1,000	2,000	1,000	100.0%
Travel & Training	4,200	3,400	(800)	-19.0%
All Others	3,000	-	(3,000)	-100.0%
Total Contracts & Materials	116,000	116,800	800	0.7%
Total Uses	\$ 277,500	\$ 300,000	\$ 22,500	8.1%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Program is funded through a two-year grant from the Ohio Department of Development.
- Grant supports two staff and Personnel Cost growth from 2021 reflects position upgrades and budgeted wage increases for staff.
- Consultant Services account for over 90% of the Contracts & Materials budget to support construction project and historic preservation consultants.

Golf				
	2021 Original	2022 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
Golf Operating Fund	2,130,000	2,079,000	(51,000)	-2.4%
Total Sources	\$ 2,130,000	\$ 2,079,000	\$ (51,000)	-2.4%
Estimated Uses				
Personnel Costs	476,600	473,100	(3,500)	-0.7%
Contracts & Materials				
Management Contracts	393,400	459,000	65,600	16.7%
Supplies & Miscellaneous	241,000	286,000	45,000	18.7%
Other Professional Services	170,000	170,000	-	0.0%
Utilities & Telephone	47,000	52,800	5,800	12.3%
Gas & Diesel Fuel	20,000	25,000	5,000	25.0%
Custodial Service/Facility Maint.	32,000	37,000	5,000	15.6%
Maintenance/Plumbing Charges	16,300	19,000	2,700	16.6%
Land & Building Rentals	8,200	8,500	300	3.7%
Marketing & Advertising	6,000	6,000	-	0.0%
Real Estate Taxes	4,000	4,000	-	0.0%
All Others	5,500	6,200	700	12.7%
Total Contracts & Materials	943,400	1,073,500	130,100	13.8%
Debt Service	-	120,000	120,000	N.A.
Transfers Out	680,000	250,900	(429,100)	-63.1%
Capital Equipment	30,000	161,500	131,500	438.3%
Total Uses	\$ 2,130,000	\$ 2,079,000	\$ (51,000)	-2.4%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Revenues for 2022 are projected to be 2.4% lower based on actual trends.
- Personnel Costs declined slightly due to Recreation's reorganization.
- Management Contracts increased by \$125,600 due to budgeted increases for golf professionals' revenue reimbursement following growth in actual spending trends.
- Debt Service budget in 2022 supports maintenance building improvements, office space adjustments & to improve storage areas.
- 2022 Transfers Out budget is 63% lower, due to the inclusion of transfers to capital funds for bunker improvements in 2021.
- The Capital Equipment budget has increased by \$131,500 to replace 20 golf carts & rough mower equipment.

Recreation				
	2021 Original	2022 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	3,189,800	3,984,300	794,500	24.9%
Total Sources	\$ 3,189,800	\$ 3,984,300	\$ 794,500	24.9%
Estimated Uses				
Personnel Costs	2,401,200	3,173,700	772,500	32.2%
Contracts & Materials				
Other Professional Services	374,400	427,600	53,200	14.2%
Supplies & Miscellaneous	223,800	205,400	(18,400)	-8.2%
Contributions & Donations	30,000	30,000	-	0.0%
Marketing & Advertising	27,000	20,600	(6,400)	-23.7%
Security Services	27,000	20,000	(7,000)	-25.9%
Gas & Fleet Charges/Rentals	24,100	19,000	(5,100)	-21.2%
Insurance	12,000	12,600	600	5.0%
Internal Reproduction	17,000	10,000	(7,000)	-41.2%
Travel & Training	25,000	15,000	(10,000)	-40.0%
Postage & Mailing	500	400	(100)	-20.0%
Total Contracts & Materials	760,800	760,600	(200)	0.0%
Capital Equipment	27,800	50,000	22,200	79.9%
Total Uses	\$ 3,189,800	\$ 3,984,300	\$ 794,500	24.9%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

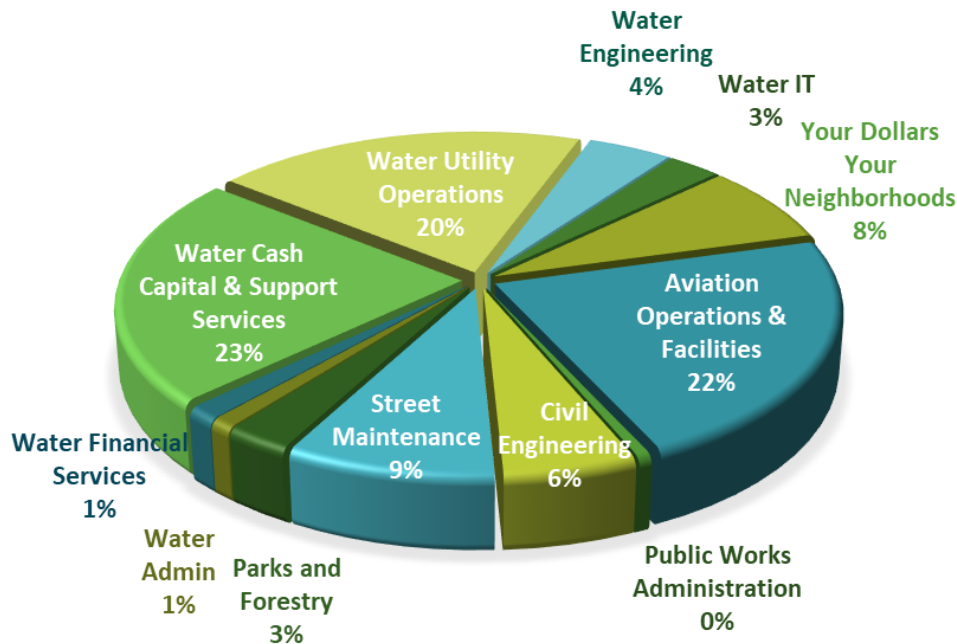
- Personnel Costs are up 32% due to the Recreation Department reorganization. Creation of the new Sports Division, including the reinstatement of recreation positions for programming.
- Overall, Contracts & Materials are virtually unchanged from 2021, with slight adjustments between line items to reflect inflationary changes.
- The 2022 Capital budget supports the installation of windscreens for baseball fields and football nets.

Detail by CSA: Infrastructure

Budget Summaries

The Policy Objective of the Infrastructure Community Service Area is to invest in, maintain and improve the city's public assets to promote development, public safety and community value. The CSA is composed of 12 program areas and major funding sources for the CSA include the General Fund, Roadway Maintenance Fund, Water Fund, Sewer Fund, Storm Fund and Aviation Fund.

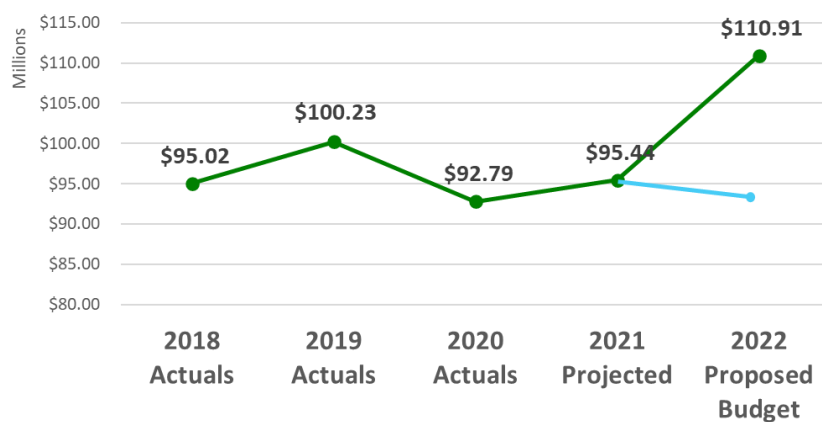
Program	2021 Original Budget	# FTEs	2022 Proposed Budget	\$ Chg.	% Chg.	# FTEs
Public Works Administration	573,700	4	623,100	49,400	8.6%	4
Civil Engineering	4,937,500	32	6,182,700	1,245,200	25.2%	32
Street Maintenance	8,427,300	53	9,689,700	1,262,400	15.0%	53
Parks and Forestry	2,823,500	31	3,075,300	251,800	8.9%	31
Subtotal Public Works Programs	16,762,000	120	19,570,800	2,808,800	16.8%	119.4
Water Administration	936,600	7	1,097,400	160,800	17.2%	8
Water Financial Services	1,326,300	13	1,495,700	169,400	12.8%	13
Water Cash Capital & Support Services	27,350,900	N.A.	25,126,700	(2,224,200)	-8.1%	N.A.
Water Utility Operations	20,858,600	137	22,063,400	1,204,800	5.8%	137
Water Engineering	4,855,800	31	4,997,300	141,500	2.9%	31
Water Information Technology	2,972,300	13	3,172,900	200,600	6.7%	13
Subtotal Water, Sewer, Storm Prog.	58,300,500	201	57,953,400	(347,100)	-0.6%	202
Your Dollars Your Neighborhoods	4,924,000	N.A.	8,572,500	3,648,500	74.1%	N.A.
Aviation Operations & Facilities	22,085,600	64	24,810,500	2,724,900	12.3%	57
Grand Total Infrastructure CSA	\$ 102,072,100	385	\$ 110,907,200	\$ 5,186,600	8.7%	378



Below, a trend analysis for the Infrastructure CSA details spending from 2018 through 2022's recommend allocation, segmented by program area.

Infrastructure	2018 Actuals	2019 Actuals	2020 Actuals	2021 Projected	2022 Proposed Budget
Public Works Administration	440,226	1,095,833	665,137	593,303	623,100
Civil Engineering	7,020,814	8,120,475	13,861,641	13,202,009	6,182,700
Street Maintenance	12,803,538	8,934,046	7,516,894	7,366,601	9,689,700
Parks & Forestry	1,915,944	3,073,610	2,717,965	2,664,833	3,075,300
Water Administration	1,927,465	1,671,362	1,046,384	1,147,329	1,097,400
Water Financial Services			1,070,123	957,128	1,495,700
Water Cash Capital	18,513,150	23,760,748	21,013,923	21,485,271	25,126,700
Water Utility Operations	18,278,201	17,910,798	17,426,098	19,125,489	22,063,400
Water Engineering	4,273,816	4,517,380	4,461,642	4,022,838	4,997,300
Water IT	2,505,345	2,354,747	2,612,142	2,633,031	3,172,900
Aviation Operations & Facilities	18,830,163	20,238,469	11,851,189	13,694,341	24,810,500
Your Dollars Your Neighborhoods	8,515,066	8,551,852	8,545,131	8,544,121	8,572,500
Total	\$95,023,727	\$100,229,317	\$92,788,268	\$95,436,294	\$110,907,200

Infrastructure CSA - 5 Year Spending Trend



NOTE: The 2022 Proposed Budget includes \$9 million in principal debt payments that are recorded on the balance sheet and do not appear in the 2018-2021 Actuals. When they are removed the 2022 Budget is \$93.1 million.

Below are the Policy Priorities for the Infrastructure CSA. The following pages will detail 2021 outcomes by priority, as well as the 2022 “Path to Progress” for improved outcomes.





Program Performance

Priority: Improve Infrastructure Conditions (Public Works)

Program: Civil Engineering

Program Strategic Objective: Ensure the integrity of the City's right of way and the safe and efficient movement of all users.

Activity: Improve road conditions through the yearly paving program and construction projects

- **2021 Results:** Resurfaced 66 residential street lane miles and 6 throughfare lane miles.
- **2022 Path to Progress:** Asphalt resurface 85-95 residential street lane miles and 6 to 7 throughfare lane miles.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of Residential Lane Miles paved	56.6	>64	56.4	66	>64



Community Outcome: Satisfaction with Roadway Conditions



Program: Street Maintenance

Program Strategic Objective: Keep City of Dayton's roads and streets clean, safe, and accessible to the public. Provide clean roadways by providing street sweeping service to City neighborhoods and highways.

Activity: Provide 2 neighborhood cycles of curbside loose-leaf collection

- **2021 Results:** Leaf pickup began on October 25 for the 2021 season.
- **2022 Path to Progress:** Provide 2 neighborhood cycles of curbside loose-leaf collection.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of cycles completed for 65 neighborhoods	100.0%	100.0%	N/A	N/A	100.0%



Community Outcome: Satisfaction with Roadway Conditions and Value of City's Services and Programs

Program: Vacant Land Management



Program Strategic Objective: Maintain City boulevards and minimize the potential for vacant lots to become a hazard to public health & safety. Enhance the appearance of city neighborhoods.

Activity: Clean and mow vacant lots

- **2021 Results:** Through Q3 of 2021, the Department has completed 70.0%, or 3.3, rounds of mowing.
- **2022 Path to Progress:** Public Works will continue to maintain city boulevards and vacant lots, minimizing the potential for unkept areas to become a health and safety hazard. The Department is working towards increasing the hourly rate for temporary staff to aid with hiring and retention.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of vacant lots mowed and cleaned	100.0%	>95.0%	80.0%	70.0%	>95.0%

Equity and Inclusion Lens: Data will be used from the map below that shows the number of vacant/abandoned properties by neighborhood to develop a more efficient and equitable process for improving and maintaining residents' quality of life in neighborhoods.

Community Outcome: Overall Satisfaction with Neighborhood, Value of City's Services and Programs



East Neighborhoods

Vacant Lots (VL): 1,041

Bulk: 366

Brush: 346

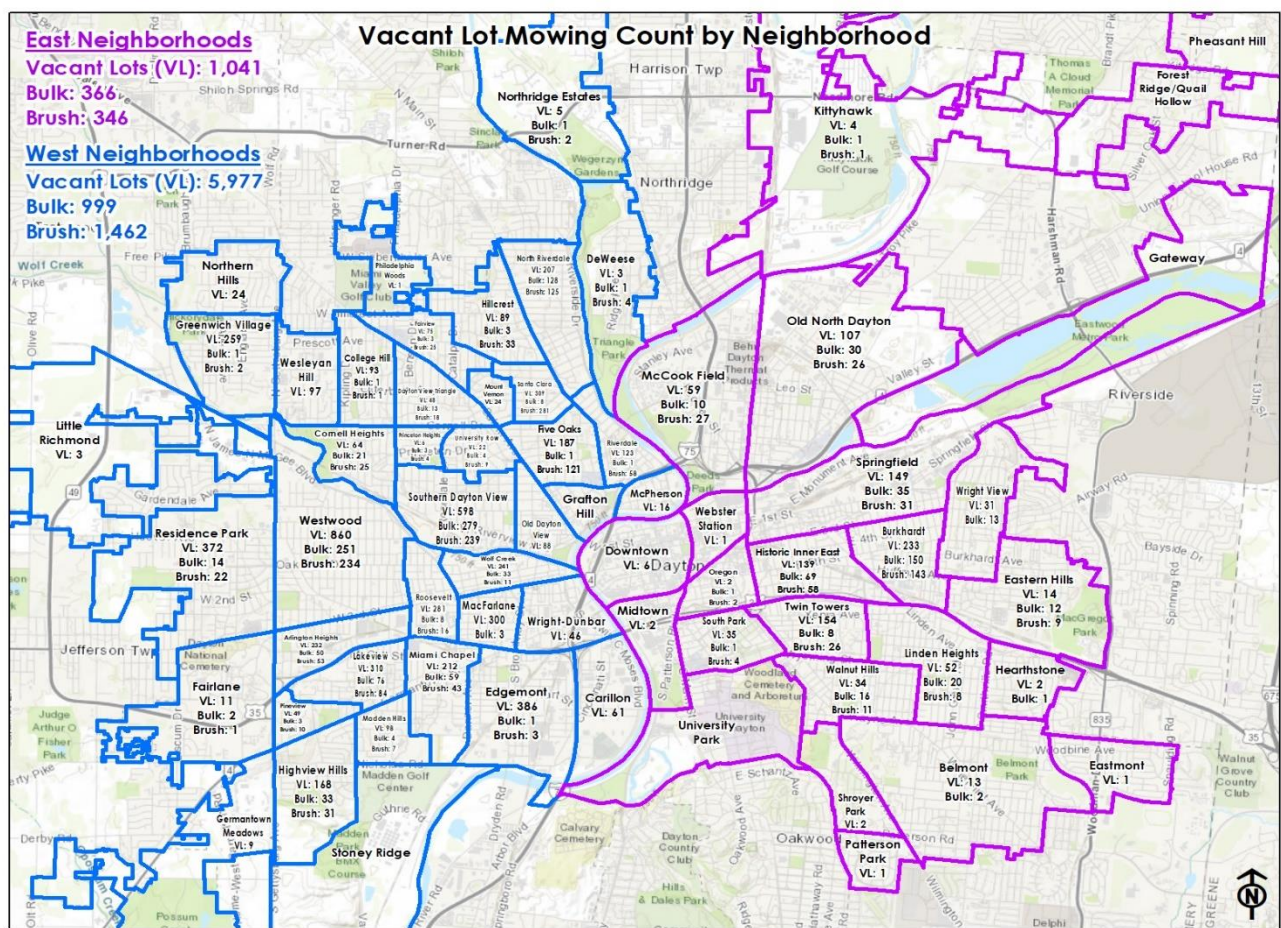
West Neighborhoods

Vacant Lots (VL): 5,977

Bulk: 999

Brush: 1,462

Vacant Lot Mowing Count by Neighborhood



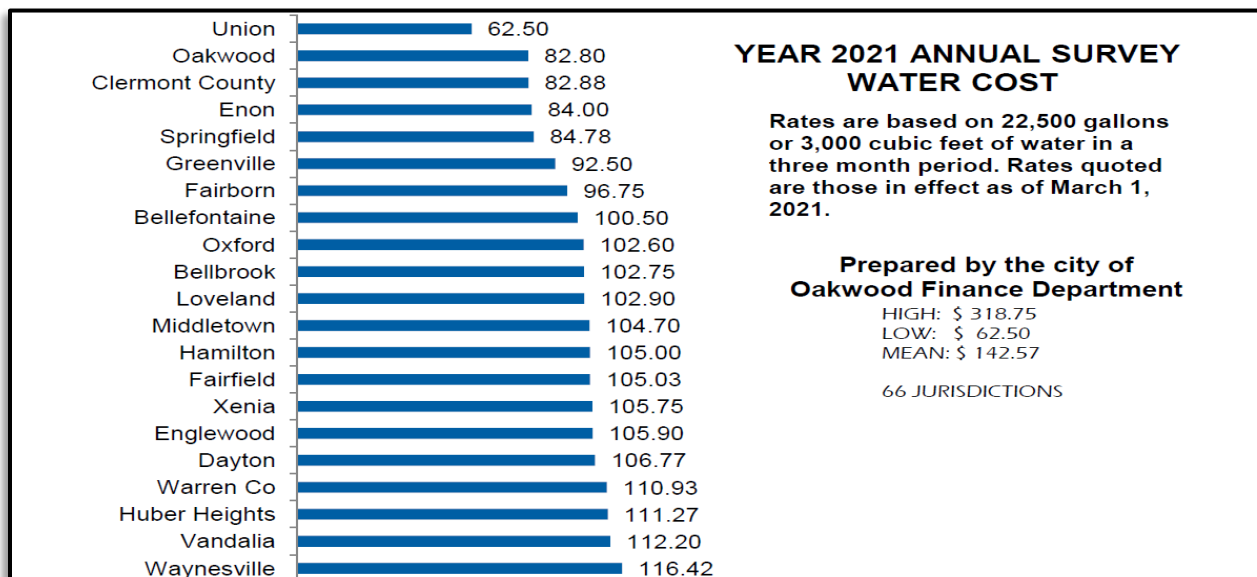
Priority: Protect Drinking Water Source Areas (Water)

Objective: Maintain fair and equitable rates

Activity: Measure the affordability of the water services as a percentage of the local area median household income

- **2021 Results:** The Department achieved an affordability rate of 1.3% as a proportion of the local area median household income.
- **2022 Path to Progress:** Achieve an affordability rate of less than 2.5% of local area household income.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
Water service affordability	1.3%	<2.5%	1.3%	1.3%	<2.5%

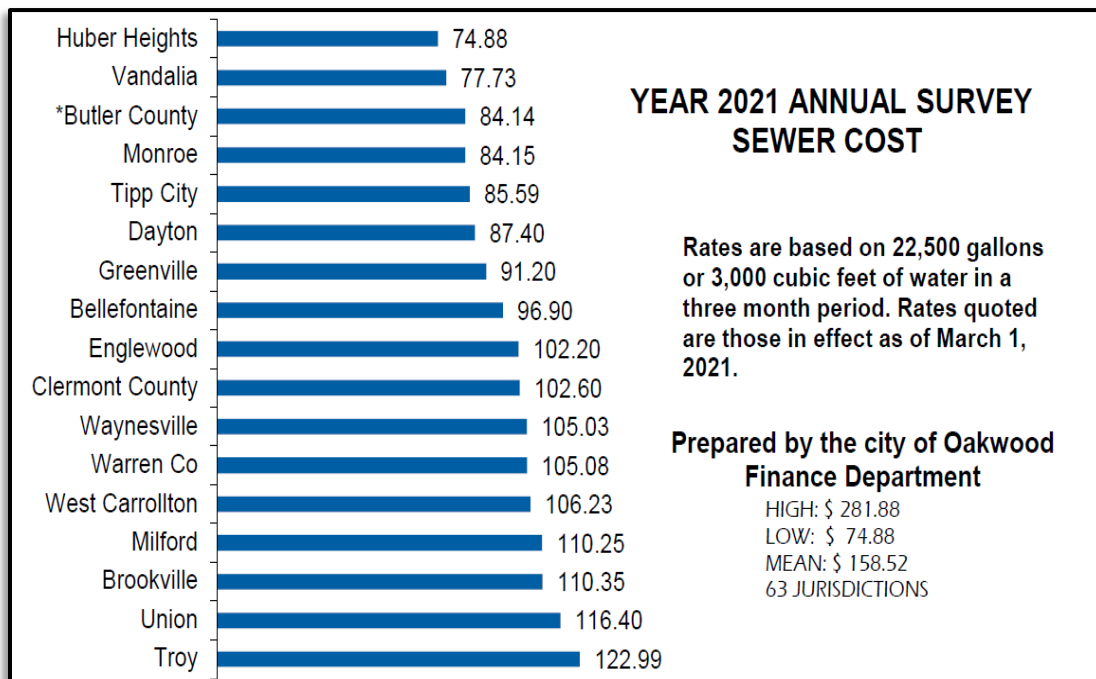


Objective: Maintain fair and equitable rates

Activity: Measure the affordability of the wastewater services as a percentage of the local area median household income

- **2021 Results:** The Department achieved an affordability rate of 1.1% as a proportion of the local area median household income.
- **2022 Path to Progress:** Achieve an affordability rate of less than 2.5% of local area household income.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
Wastewater service affordability	1.0%	<2.5%	1.0%	1.1%	<2.5%



Objective: Increase the number of trenchless repairs utilized with in the collection system

Activity: Optimize asset and resource management internally and regionally

- **2021 Results:** Through Q3 of 2021, the Department completed 71 trenchless repairs, with 95 repairs projected to be completed by the end of the year. Vacancies and labor market constraints have impacted the Department's ability to meet the annual target. Repairs are scheduled following daily CCTV inspections, and as emergencies arise. The repairs are completed based on the level of damage and impact to our system.
- **2022 Path to Progress:** Actively work towards filling vacant positions so that the Department can meet annual goals in 2022.



Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of trenchless repairs	128	100	99	71	100

Objective: Optimize asset and resource management internally and regionally

Activity: Quantify the condition of the water distribution system

- **2021 Results:** The Department is on track to maintain the Water Integrity Rate target established by the American Water Works Association (AWWA). The AWWA target is between 22.9 to 78.7, and Water ended 2020 with an Integrity Rate of 11.93. We project a year-end rate of 17.12 for 2021. This progress can be attributed to our aggressive water main replacement program.
- **2022 Path to Progress:** Water will continue to maintain and upgrade the water distribution system to minimize water main breaks and water service leaks. Water main replacement projects are evaluated on a risk scoring basis that considers the likelihood and consequence of failure, and the impact of a shutdown and/or water loss in our distribution system.



Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
Water Distribution System Integrity Rate [(leaks+breaks)/total miles of pipe]	11.93	<50/yr.	8.52	12.84	<50/yr.

Objective: Optimize asset and resource management internally and regionally

Activity: Quantify the condition of the sewer distribution system

- **2021 Results:** Water is on track to meet the Wastewater Integrity Rate target established by the American Water Works Association (AWWA). The annual AWWA target is between 3.6 and 26.1. Through Q3 of 2021, the Integrity Rate is 7.8 and we estimate ending the year at 10.4.
- **2022 Path to Progress:** Continue to maintain and upgrade the sanitary sewer system to reduce blockages.

Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
Wastewater System Integrity Rate [100 (blockages)/total miles of pipe]	8.6	<18.5/yr.	6.8	7.8	<18.5/yr.



Objective: Maintain customer confidence by delivering high quality sanitary sewer services

Activity: Respond to customer requests for repairs

- **2021 Results:** Through Q3 of 2021, the Department responded to 691 emergency calls (storm and sanitary) and 33 odor complaints in the collection system. 93.0% of all customer complaints were responded to within our 90-minute goal.
- **2022 Path to Progress:** Water will strive towards meeting the 90-minute response goal 98.0% of the time.



Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of sanitary blockages responded to in <90 minutes	93.0%	98.0%	91.0%	93.0%	98.0%

Objective: Maintain customer confidence by delivering high quality sewer services

Activity: Respond to customer requests for repairs

- **2021 Results:** Water responded to 70 water main breaks within our water distribution system within our goal of 90 minutes, and all complaints are addressed within 24 hours. We have investigated 337 water service leaks and replaced 186 water services. Additionally, the Department has repaired 90 fire hydrants, with just six out of service for more than 48 hours.
- **2022 Path to Progress:** Continue to maintain and upgrade our water distribution system and perform annual maintenance on the system to include our water valve maintenance program.



Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% of water main breaks responded ton <90 minutes	100.0%	100.0%	100.0%	100.0%	100.0%

Objective: Introduce and encourage students to select careers in the water industry

Activity: Provide customer outreach, education, safety and product branding

- **2021 Results:** Approximately 50 students attended the virtual Water Career High School Conference.
- **2022 Path to Progress:** Continue our outreach to area students encouraging them to select careers in the water industry as well as other employment opportunities with the City. Continue partnerships focused on youth initiatives with DPS, Boonshoft, and water industry businesses.



Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
# of attendees at the water career conference	N/A	400	N/A	50	400

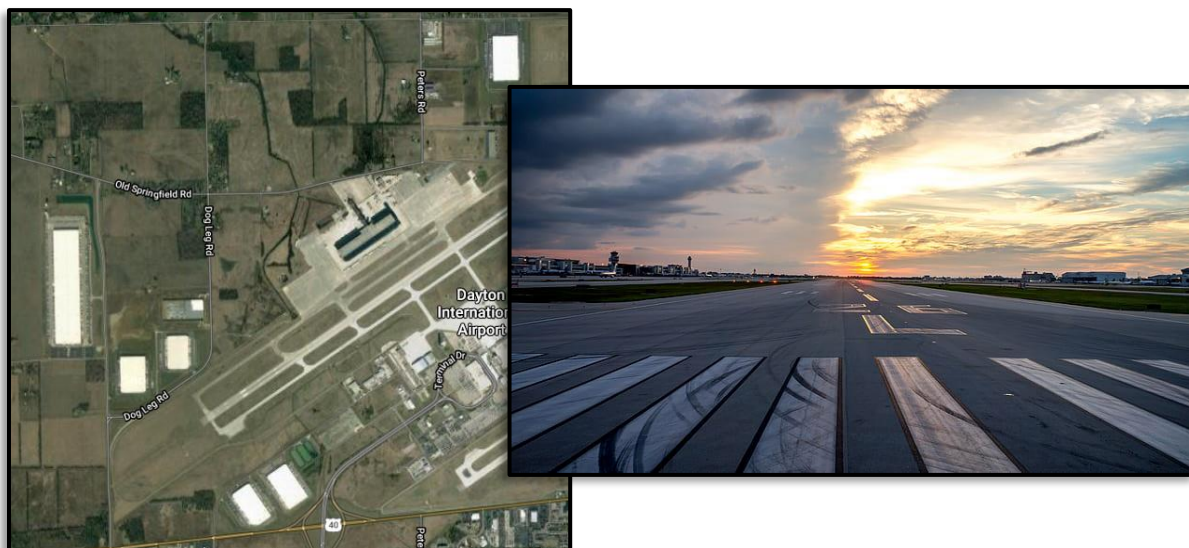
Equity and Inclusion Lens: Our Annual High School Water Career Conference engages students from underserved communities by providing educational information and potential future internship opportunities to Dayton Public School children and the community at large.

Priority: Improve Airport Services (Aviation)

Objective: Maintain Primary Pavement Conditions at satisfactory or better at DAY

Activity: Monitor pavement conditions and perform needed structural maintenance

- **2021 Results:** Dayton Airport Runway and Taxiway pavement conditions were last assessed in 2020. As of 2020 the Pavement Condition Index (PCI) is exceeding the target range. With a prediction of pavement deterioration, projections for PCI are outpacing the target through 2025.
- **2022 Path to Progress:** The airport will continue to monitor and ensure we maintain pavement conditions.



Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
Maintain Pavement Condition Index (PCI) for Runway and Taxiway of ≥ 71	81.8	≥ 71	81.8	N/A	≥ 71

Objective: Improve customer satisfaction with facilities cleanliness at DAY

Activity: Conduct customer satisfaction survey

- **2021 Results:** Aviation was unable to conduct surveys due to COVID-19 in 2021.
- **2022 Path to Progress:** The airport will implement the customer satisfaction survey in 2022 to ensure we are exceeding customers' expectations.

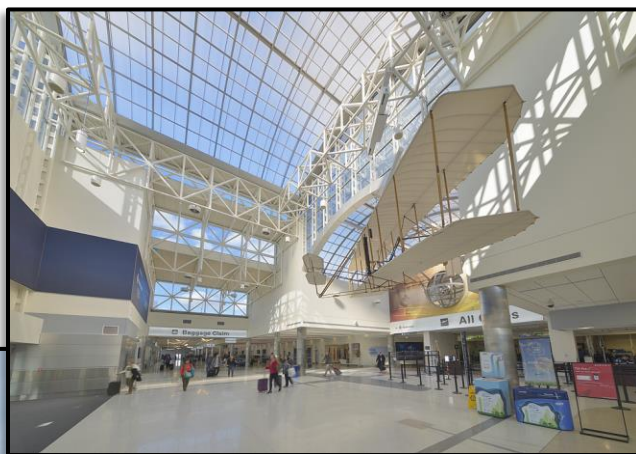
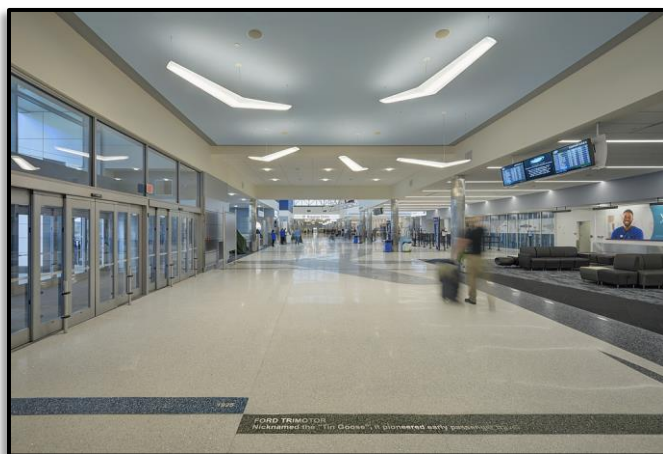


Measure	2020 YE Results	2021 Annual Target	2020 Q3 Results	2021 Q3 Results	2022 Annual Target
% customer satisfaction with facilities cleanliness	New Measure	>85.0%	New Measure	N/A	>85.0%

Other Activity: Updating the infrastructure at DAY to ensure the best possible experience for customers and companies

- **2021 Results:** Upgrades to the Customer Terminal Circulation are currently in the Design and Engineering phase. The project has been awarded with an anticipated start date at the beginning of 2022.

2022 Path to Progress: Construction will begin in 2022 on the Center Ramp reconstruction project, a \$12 million investment at the airport.



Priority: COVID-19 Response (Water)

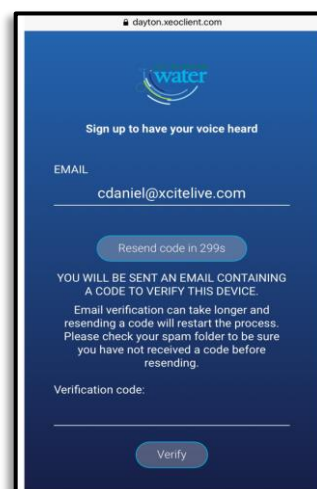
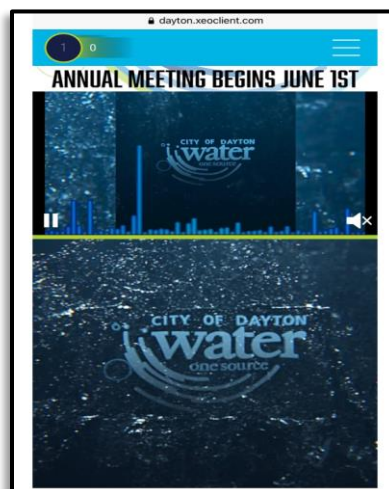
Activity: Conduct weekly testing

- **2021 Results:** Prepared to begin weekly COVID-19 testing for unvaccinated employees. The WUFO assembly room has been transformed into a testing area.
- **2022 Path to Progress:** Continue testing unvaccinated employees.



Activity: The Water Department Annual Meeting was held virtually, utilizing the XCite Interactive Platform to engage employees

- **2021 Results:** Water employees were able to attend the annual meeting virtually, while receiving important Department updates. This included current and future projects, insight into the COVID-19 impact on the Department, Division highlights and employee recognition. Employees were able to provide feedback via an electronic survey.
- **2022 Path to Progress:** The Department will host a meeting in 2022 to continue with Departmental transparency, ensuring employees are kept abreast of activities and policies that impact them.



Priority: COVID-19 Response (Public Works)

Activity: Sanitize playground equipment in all City of Dayton parks

- **2021 Results:** A third party sanitizing service was used from April to October for sanitizing parks' playground equipment.
- **2022 Path to Progress:** The service will be discontinued for 2022 as it was funded through the CARES Act.

CITY OF DAYTON PLAYGROUND CLEANING CONTRACT

SUMMARY OF WORK PERFORMED

JOB SITE: DaytonView Park

DATE	WORK PERFORMED
8-27	Step 1+3 large unit Step 2 all areas picked up trash
↓ ↓	removed graffiti from poles spray paint did not come off
8-30	Step 1+3 small unit Step 2 all areas picked up trash
↓ ↓	removed spray paint from blue twist slide removed shape from poles
9-1	Step 1+3 dino + caterpillars + swings Step 2 all areas picked up trash
9-3	Step 1+3 large unit Step 2 all areas picked up trash
9-8	Step 1+3 small unit + dino + caterpillar + 1 set of swings picked up trash
9-10	Step 1+3 Small Large unit Step 2 all areas
9-13	Step 1+3 Dinos and Swing Set + trash Step 2
9-15	Step 1+3 Large unit + trash Step 2
9-17	Step 1+3 Blue unit + trash
9-20	Step 1+3 small unit Step 2 all areas picked up trash
9-22	Step 1+3 dino + swings + caterpillar Step 2 all areas picked up trash
9-24	Step 1+3 large unit Step 2 all areas picked up trash
9-27	Step 1+3 Small unit + trash Step 2
9-29	Step 1+3 large unit Step 2 all areas picked up trash

***IN THE SPACE ABOVE, PLEASE SPECIFY THE WORK PERFORMED AT EACH SERVICE. EXAMPLES INCLUDE:**

- Step 1- applied to green tube, yellow slide, and animal puzzle
- Step 2- completed

Recommended Budget Detail

Public Works Administration				
	2021 Original	2022 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	573,700	623,100	49,400	8.6%
Total Sources	\$573,700	\$623,100	\$49,400	8.6%
Estimated Uses				
Personnel Costs	548,800	600,900	52,100	9.5%
Contracts & Materials				
Employee Travel	3,000	800	(2,200)	-73.3%
Fleet Charges/Gasoline & Fuel	3,300	3,300	-	0.0%
Other Professional Services	-	-	-	N.A.
Supplies and Materials	9,000	8,200	(800)	-8.9%
Internal Reproduction Charges	5,000	5,000	-	0.0%
Other	4,600	4,900	300	6.5%
Total Contracts & Materials	24,900	22,200	(2,700)	-10.8%
Total Uses	\$573,700	\$623,100	49,400	8.6%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Personnel Costs are up due to one Health Insurance Holiday vs two in 2021 and no CSDs (five) for 2022. 2022 also includes negotiated wage increases.
- Travel costs are down due to continued COVID-19 travel restrictions.
- Other expenses are up due to an increase in membership fees for APWA.
- Supplies and Materials down slightly by \$800.

Civil Engineering				
	2021 Original	2022 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	1,147,800	1,312,700	164,900	14.4%
Roadway Maintenance	1,789,700	2,070,000	280,300	15.7%
General Fund Capital Transfer	2,000,000	2,800,000	800,000	40.0%
Total Sources	\$4,937,500	\$6,182,700	1,245,200	25.2%
Estimated Uses				
Personnel Costs	2,372,800	2,713,000	340,200	14.3%
Contracts & Materials				
Utilities	150,000	150,000	-	0.0%
Fleet Charges/Gasoline & Fuel	141,600	130,400	(11,200)	-7.9%
Supplies and Materials	175,000	258,500	83,500	47.7%
Other	98,100	130,800	32,700	33.3%
Total Contracts & Materials	564,700	669,700	105,000	18.6%
Capital Transfer	2,000,000	2,800,000	800,000	40.0%
Total Uses	\$4,937,500	\$6,182,700	\$1,245,200	25.2%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Personnel Costs are up 14.3% due to budgeted wage increases in 2022, one fewer Health Insurance Holiday and no CSDs. Wages charged to capital projects is less based on trends and City Engineering is budgeted at midpoint.
- Fleet Charges declined based on actual spending trends.
- Supplies and Materials costs are up for projected expenses for Thermo Plastic and batteries for traffic signals.
- Other costs are up due to Airport Roadway Maintenance Agreement (\$25,000) and management contracts for Passport (\$10,000).
- Increase in transfers out to fund capital projects.

Water Cash Capital and Supports Services				
	2021 Original	2022 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
Water Fund	13,707,400	11,715,000	(1,992,400)	-14.5%
Sewer Fund	12,404,400	12,149,800	(254,600)	-2.1%
Storm Water Fund	1,239,100	1,261,900	22,800	1.8%
Total Sources	\$27,350,900	\$25,126,700	(2,224,200)	-8.1%
Estimated Uses				
Contracts & Materials				
Sewer	650,000	750,000	100,000	15.4%
Legal and Other Prof. Services	367,700	367,700	-	0.0%
Marketing/Promotional Ads	321,000	321,000	-	0.0%
Insurance - Contractual	200,100	200,100	-	0.0%
Indirect Cost Allocation	49,800	41,700	(8,100)	-16.3%
Other	146,800	146,900	100	0.1%
Total Contracts & Materials	1,735,400	1,827,400	92,000	5.3%
Debt	8,632,100	7,874,300	(757,800)	-8.8%
Capital Transfers	16,983,400	15,425,000	(1,558,400)	-9.2%
Total Uses	\$27,350,900	\$25,126,700	(\$2,224,200)	-8.1%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Sewer costs are increasing based on actual spending trends.
- The Indirect Cost Allocation budget is declining based on the updated calculation.
- Debt is down as Water is paying down OPWC loans.
- 2021 Budget included a higher level of funding for Capital Transfer to fund capital/improvement projects.

Parks and Forestry				
	2021 Original	2022 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	2,823,500	3,075,300	251,800	8.9%
Total Sources	\$2,823,500	\$3,075,300	\$251,800	8.9%
Estimated Uses				
Personnel Costs	2,250,500	2,443,400	192,900	8.6%
Contracts & Materials				
Fleet Charges/Direct Bill	238,300	238,300	-	0.0%
Supplies and Materials	81,100	83,500	2,400	3.0%
Gasoline and Diesel Fuel	92,700	92,700	-	0.0%
Utilities	135,000	135,000	-	0.0%
Other	25,900	17,400	(8,500)	-32.8%
Total Contracts & Materials	573,000	566,900	(6,100)	-1.1%
Capital Equipment/Technology		65,000	65,000	N.A.
Total Uses	\$2,823,500	\$3,075,300	251,800	8.9%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Personnel Costs are up due to one Health Insurance Holiday vs two in 2021 and no CSDs (five) for 2022. 2022 also includes negotiated wage increases.
- Contracts and Materials are down slightly, or 1.1%, compared to 2021.
- Other costs are down due to Aramark funding moving from Other to Supplies and Materials.
- 2022 Capital Equipment budget includes the purchase of a Stump Grinder.

Street Maintenance				
	2021 Original	2022 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	2,224,500	2,402,500	178,000	8.0%
Roadway Maintenance	4,680,300	5,651,900	971,600	20.8%
Storm Water	1,522,500	1,635,300	112,800	7.4%
Total Sources	\$8,427,300	\$9,689,700	1,262,400	15.0%
Estimated Uses				
Personnel Costs	4,460,600	4,948,000	487,400	10.9%
Contracts & Materials				
Fleet Charges /Direct Bill	1,541,000	1,562,000	21,000	1.4%
Supplies and Materials	808,900	1,030,300	221,400	27.4%
Other Professional Services	569,000	665,900	96,900	17.0%
Gasoline and Diesel Fuel	405,000	396,500	(8,500)	-2.1%
Indirect Cost Allocation	89,000	80,600	(8,400)	-9.4%
Other	80,300	78,700	(1,600)	-2.0%
Total Contracts & Materials	3,493,200	3,814,000	320,800	9.2%
Capital Equipment/Technology	473,500	764,000	290,500	61.4%
Transfer Out		163,700	163,700	N.A.
Total Uses	\$8,427,300	\$9,689,700	\$1,262,400	15.0%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Supplies and Materials costs are up due to an increase in the price of salt (7,948 tons @ 56.62 per ton), deicing liquid and crack sealing.
- Other Professional Services costs are up due to an increase in budgeted hours for temporary staffing and guardrail repairs.
- Gasoline and Diesel Fuel costs are down based on trends.
- Because of higher projected revenue the Roadway fund will be able to purchase much needed capital equipment.
- Increase to Transfers Out is for the partial funding of a street sweeper.

Water Administration, Financial Services and Information Technology				
	2021 Original	2022 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
Water Fund	5,235,200	5,766,000	530,800	10.1%
Total Sources	\$5,235,200	\$5,766,000	\$530,800	10.1%
Estimated Uses				
Personnel Costs	3,539,200	3,979,900	440,700	12.5%
Contracts & Materials				
Computer Maintenance	1,030,700	1,072,700	42,000	4.1%
Indirect Cost Allocation	157,600	155,900	(1,700)	-1.1%
Other Professional Services	186,000	186,000	-	0.0%
Supplies and Materials	126,100	132,100	6,000	4.8%
Training Counseling	65,500	65,500	-	0.0%
Other Maintenance of Facilities	40,000	40,000	-	0.0%
Utilities	58,000	63,200	5,200	9.0%
Other	32,100	30,700	(1,400)	-4.4%
Total Contracts & Materials	1,696,000	1,746,100	50,100	3.0%
Capital Equipment/Technology		40,000	40,000	N.A.
Total Uses	\$5,235,200	\$5,766,000	530,800	10.1%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Personnel Costs are up 12.5%, or \$440,700, compared to 2021. In 2022, vacant positions are budgeted at the midpoint of salary range and an employee is plus-rated as a supervisor.
- Computer Maintenance costs are up due to increases in software maintenance.
- The increase in Supplies and Materials accounts for the replacement of Verizon devices needed in 2022.
- There are small decreases in the Other, Indirect Cost Allocation line items.

Water Utility Field Operations				
Estimated Sources	2021 Original Budget	2022 Proposed Budget	\$ Chg.	% Chg.
Water Fund	10,333,600	11,427,200	1,093,600	10.6%
Sewer Fund	6,949,600	7,360,200	410,600	5.9%
Storm Water Fund	3,575,400	3,276,000	(299,400)	-8.4%
Total Sources	\$20,858,600	\$22,063,400	1,204,800	5.8%
Estimated Uses				
Personnel Costs	11,326,500	12,593,200	1,266,700	11.2%
Contracts & Materials				
Indirect Cost Allocation	789,900	731,700	(58,200)	-7.4%
Other Professional Services	1,516,000	1,492,300	(23,700)	-1.6%
Supplies and Materials	2,042,900	2,210,800	167,900	8.2%
Inventory	1,180,000	1,516,500	336,500	28.5%
Fleet/Gasoline Charges	1,045,000	1,125,000	80,000	7.7%
Maintenance	539,200	648,200	109,000	20.2%
Other	230,600	386,700	156,100	67.7%
Utilities	218,500	234,000	15,500	7.1%
Total Contracts & Materials	7,562,100	8,345,200	783,100	10.4%
Capital Equipment/Technology	1,970,000	1,125,000	(845,000)	-42.9%
Total Uses	\$20,858,600	\$22,063,400	1,204,800	5.8%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Personnel Costs are up 11.2% due to negotiated grade and wage changes, also vacant positions are budgeted at the salary range midpoint.
- Other Professional Services are down due to the reduction in administration collection charges. This is offset by an increase for temporary services for hydrant painting.
- Supplies & Materials costs are up due to increases in janitorial supplies, main/plumbing fitting costs, safety equipment and 22 new phones.
- Inventory costs are up due to additional purchases of lead water filters for new service line installations, fluctuations in plumbing supplies for capital projects and additional purchases of uniforms for crew members.
- Fleet charges are up due to an aging fleet, as well as more costly repairs.
- Maintenance costs are up due to higher radio usage fees, repairs and parts for a hydroexcavator, new thermostats for HVAC systems and flooring.
- Other costs are up due to crane training.
- Capital equipment purchases are being delayed.

Water Engineering				
	2021 Original	2022 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
Water Fund	1,870,800	1,980,600	109,800	5.9%
Sewer Fund	1,676,300	1,655,700	(20,600)	-1.2%
Storm Water Fund	1,308,700	1,361,000	52,300	4.0%
Total Sources	\$4,855,800	\$4,997,300	141,500	2.9%
Estimated Uses				
Personnel Costs	3,477,200	3,705,000	227,800	6.6%
Contracts & Materials				
Other Professional Services	754,200	745,600	(8,600)	-1.1%
Indirect Cost Allocation	250,900	224,200	(26,700)	-10.6%
Supplies and Materials	67,000	75,000	8,000	11.9%
Computer Maintenance	43,500	43,500	-	0.0%
Other	100,000	102,000	2,000	2.0%
Total Contracts & Materials	1,215,600	1,190,300	(25,300)	-2.1%
Capital Equipment/Technology	163,000	102,000	(61,000)	-37.4%
Total Uses	\$4,855,800	\$4,997,300	141,500	2.9%
Sources over Uses	\$0	\$0	\$0	N.A.

2022 Program Budget Highlights & Special Issues

- Personnel Costs are up due to budgeted wage increases in 2022, budgeting vacant positions at the midpoint of the salary range, one fewer Health Insurance Holiday and no CSDs.
- Administrative costs are down in Other Professional Services.
- The Indirect Cost Allocation declined by \$26,700 due to updates to the cost calculation.
- Supplies and Materials costs are up due to new COVID-19 requirements.
- Other costs are up for scanner software training.
- Capital Equipment costs are down due to equipment purchasing delays.

Aviation Operations and Facilities				
Estimated Sources	2021 Original Budget	2022 Proposed Budget	\$ Chg.	% Chg.
Aviation Fund	22,085,600	24,810,500	2,724,900	12.3%
Total Sources	\$22,085,600	\$24,810,500	\$2,724,900	12.3%
Estimated Uses				
Personnel Costs	5,032,400	4,791,800	(240,600)	-4.8%
Contracts & Materials				
Management Contracts	2,700,000	2,400,000	(300,000)	-11.1%
Utilities	1,869,000	2,304,300	435,300	23.3%
Supplies and Materials	747,600	741,000	(6,600)	-0.9%
Indirect Cost Allocation	725,800	783,000	57,200	7.9%
Other Maint. Facilities/Equip.	668,800	652,000	(16,800)	-2.5%
Fleet Charges/Direct Bill	20,000	609,800	589,800	2949.0%
Maintenance Agreements	577,700	661,100	83,400	14.4%
Real Estate Taxes	324,600	295,400	(29,200)	-9.0%
Other	337,900	504,800	166,900	49.4%
Total Contracts & Materials	7,971,400	8,951,400	980,000	12.3%
Debt Service	6,948,800	7,158,400	209,600	3.0%
Transfers Out	2,133,000	3,908,900	1,775,900	83.3%
Total Uses	\$22,085,600	\$24,810,500	2,724,900	12.3%
Sources over Uses	\$0	\$0	\$0	N.A.

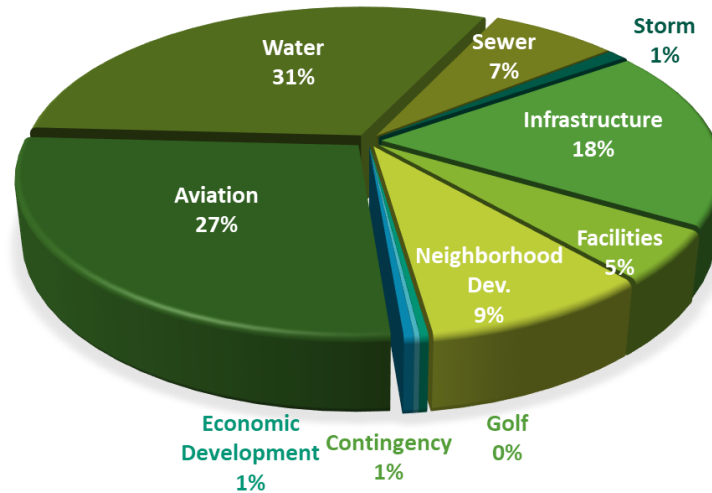
2022 Program Budget Highlights & Special Issues

- Personnel Costs are down due to three positions moving to Public Works Fleet and a reduction in the number of Airport Facilities Workers.
- Management Contract costs are down as the valet parking service has been discontinued.
- Utilities costs are up due to an increase in water charges and electric based on a 10% increase in costs.
- Fleet Charges/Direct Bills are up due to the merger of Aviation fleet with Public Works. Public Works will service Aviation's fleet.
- The increase in Indirect Cost Allocation is due to a change in the calculation methodology.
- Maintenance Agreements are up due to an upgrade to the in-line bagging system contract.
- Other Professional Services increases are for environmental and electrical service contracts.

Capital Improvement Plan

Capital Improvement Allocation

In 2022, the City plans to invest \$96.2 million in Capital Improvements. Projects include infrastructure improvements, facilities modernization, neighborhood development, golf improvements, economic development, airport improvements, water infrastructure upgrades, sanitary sewer improvements and Stormwater management improvements. Capital project funding is allocated amongst the departments as follows:



Governmental Capital investments in the 2022 City Manager's Recommended Budget amounts to \$32.1 million, and will facilitate improvements to infrastructure, facilities, neighborhood and economic development and golf improvements. Capital Improvements associated with Issue 9 are also fully funded in 2022 and include residential paving and park improvements.

Total Enterprise Capital in 2022 amounts to \$64.1 million, and will cover improvements at the Dayton International Airport, upgrades to Water, Sewer and Stormwater infrastructure. The total recommended allocations for both Governmental and Enterprise Capital are as follows:

2022 Capital Improvement Plan												
Governmental Funds	Program	Cash	Debt	Issue 9	OPWC Grant	OPWC Loan	Federal	Other	PFC/CFC	CDBG	CDBG-CV	Total
Infrastructure	17,492,400	406,300	4,121,100	3,384,500	1,412,200		5,833,300	750,000	-	1,585,000		17,492,400
Facilities	4,880,900	1,780,900	2,675,000		-	-	-	-	-	360,000	65,000	4,880,900
Neighborhood Dev.	8,823,000	1,224,000	5,000,000	244,000	-	-	-	-	-	2,355,000	-	8,823,000
Economic Development	326,000	-	250,000	-	-	-	-	76,000	-	-	-	326,000
Golf	200,900	200,900										200,900
Contingency	388,800	388,800										388,800
Total Governmental Capital	32,112,000	3,612,100	12,046,100	3,628,500	1,412,200	0	5,833,300	750,000	0	1,585,000		32,112,000
Aviation	26,142,600	3,838,900	-	-	-	-	12,881,700	2,600,000	6,822,000			26,142,600
Water	30,000,000	7,500,000	22,500,000	-	-	-	-	-	-	-	-	30,000,000
Sewer	6,925,000	6,925,000		-	-	-	-	-	-	-	-	6,925,000
Storm	1,000,000	1,000,000		-	-	-	-	-	-	-	-	1,000,000
Total Enterprise Capital	64,067,600	19,263,900	22,500,000	-	-	-	12,881,700	2,600,000	6,822,000	-		64,067,600
Grand Total	\$ 96,179,600	\$ 22,876,000	\$34,546,100	\$3,628,500	\$1,412,200		\$18,715,000	\$3,350,000	\$ 6,822,000	\$ 1,585,000		\$ 96,179,600

2022 General Infrastructure Capital Program

\$17.5 million will be allocated to Infrastructure improvements in 2022, from a combination of local sources, including cash capital, general obligation debt and Issue 9, as well as State and Federal sources. Below is a breakdown by funding type for the General Infrastructure program:



	Cash	Debt	Issue 9	OPWC Grant	OPWC Loan	Federal	Other	CDBG	Total
Infrastructure	\$ 406,300	\$ 4,121,100	\$ 3,384,500	1,412,200	\$ -	\$ 5,833,300	\$ 750,000	\$ 1,585,000	\$ 17,492,400

General Infrastructure projects will focus on roadway design, as well as trail and bike path creation, Thoroughfare rehabilitation and resurfacing, and Residential Resurfacing. Identified projects are as follows:

- ☐ Salem Avenue Reconstruction Phase 2
- ☐ Salem Avenue Bike Lane
- ☐ Hillcrest Avenue Sidewalk Phase 2
- ☐ East Second Street Cycle Track
- ☐ Home Avenue Bikeway
- ☐ North Main Street Safety Improvements
- ☐ Findlay Street Reconstruction
- ☐ Salem Avenue Reconstruction Phase 4
- ☐ West Stewart Street Enhancement
- ☐ Gettysburg Walk
- ☐ Thoroughfare Resurfacing
- ☐ Residential Resurfacing

2022 Facilities Capital Program

The City will fund updates and the modernization of City facilities in 2022, allocating nearly \$4.9 million of cash, general obligation debt and other Community Development Block Grant (CDBG) sources to a variety of facility upgrades. Public Works Property Management will administrate these projects on behalf of the organization.

	Cash	Debt	Issue 9			Other	CDBG	CDBG-CV	Total
Facilities	\$ 1,780,900	\$ 2,675,000	\$ -	\$ -	\$ -	\$ -	\$ 360,000	\$ 65,000	\$ 4,880,900

A list of facility projects is identified below:

- ☐ HVAC Improvements
- ☐ Salt Dome Exterior Coating Replacement
- ☐ Miscellaneous Maintenance Projects
- ☐ City Hall Freight and One Stop Elevators
- ☐ One Stop Roof Restoration
- ☐ One Stop Parking Garage Repairs
- ☐ Bridge Lights Replacement
- ☐ Oregon Park Concrete Replacement
- ☐ City Hall Restroom Improvements
- ☐ City Facility Exterior ADA Improvements
- ☐ Fire HVAC/Boiler Replacement
- ☐ Police Safety Building/Cold Case/Interview Rooms
- ☐ Police Polygraph Rooms

2022 Neighborhood Capital Program

The City will fund \$8.8 million in neighborhood improvements from cash capital, general obligation debt, Issue 9 and CDBG sources. Below is a breakdown of sources for the Neighborhood Capital Program:

	Cash	Debt	Issue 9	Other	CDBG	Total
Neighborhoods	\$ 1,224,000	\$ 5,000,000	\$ 244,000	\$ -	\$2,355,000	\$ 8,823,000

PND 2022 Neighborhood Programs:

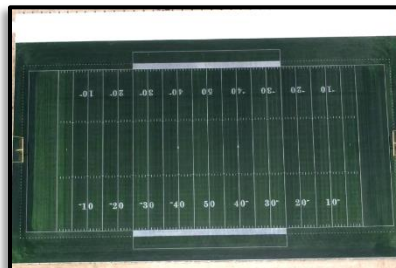
- ☐ Demolition
- ☐ Mini Grants

Recreation 2022 Neighborhood Programs:

- ☐ Belmont Pool
- ☐ Northwest Teen Center
- ☐ Kettering Field Diamond Lighting Upgrades
- ☐ Kettering Field Upgrades

Public Works 2022 Neighborhood Programs:

- ☐ Highland Park Playground Eq. Replacement
- ☐ Cleveland Park Playground Eq. Replacement
- ☐ Bomberger Park Playground Eq. Replacement
- ☐ McIntosh Resurface Basketball Court/Replace Goals



2022 Golf Capital Program

The City will fund \$200,900 to support Golf's Master Plan improvements. The program will be funded from Community Golf Center net revenues. Below is a breakdown of sources for the Golf Capital Program:

	Cash	Debt	Total
Golf	\$ 200,900		\$ 200,900

Below is a list of golf programs funded in 2022:

Golf Master Plan



2022 Water, Sanitary Sewer and Stormwater Capital Program

Dayton Water will invest \$30.0 million, through a combination of cash capital and debt, in 2022 on various Water Supply and Treatment projects. Additionally, Dayton Water will manage \$18.9 million of projects from prior years. The chart below identifies the funding sources for Water's capital program.

	Cash	Debt	Total
2021 Carry Over	18,910,200		18,910,200
2022	7,500,000	22,500,000	30,000,000
Total	\$ 26,410,200	\$22,500,000	48,910,200

2021 Carry-Over is an estimate of year

Dayton Water will invest \$6.9 million of cash capital to support Sanitary Sewer projects in 2022. Additionally, they will administrate \$20.0 million in ongoing projects from prior years. See the chart below for the Sewer Fund's capital program allocations.

	Cash	Debt	Total
2021 Carry Over	20,035,500		20,035,500
2022	6,925,000		6,925,000
Total	\$ 26,960,500	\$ -	\$ 26,960,500

2021 Carry-Over is an estimate of year

Dayton Water will invest \$1.0 million in cash capital toward Storm Water capital projects in 2022 and will manage \$6.7 million in prior year projects. See below for the Storm Water capital break out.

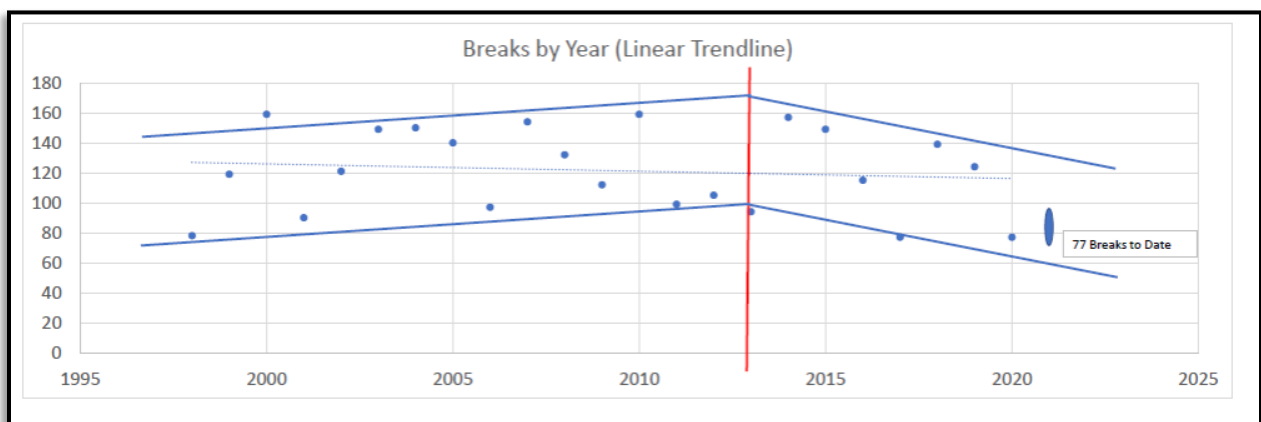
	Cash	Debt	Total
2021 Carry Over	6,681,900	-	6,681,900
2022	1,000,000		1,000,000
Total	\$ 7,681,900	\$ -	\$ 7,681,900

2021 Carry-Over is an estimate of year



Below is a list of capital projects funded for Water, Sanitary Sewer and Storm:

- Water Main Replacements
- Water Supply & Treatment Master Plan
- Smart Water
- Phase C & D Sanitary Interceptor Installation
- Facilities Master Plan Project Implementation
- Flood Control Improvements (Pump Station Upgrades)
- Pipe Rehabilitation, Large Diameter Storm Liners, Outfall Repair








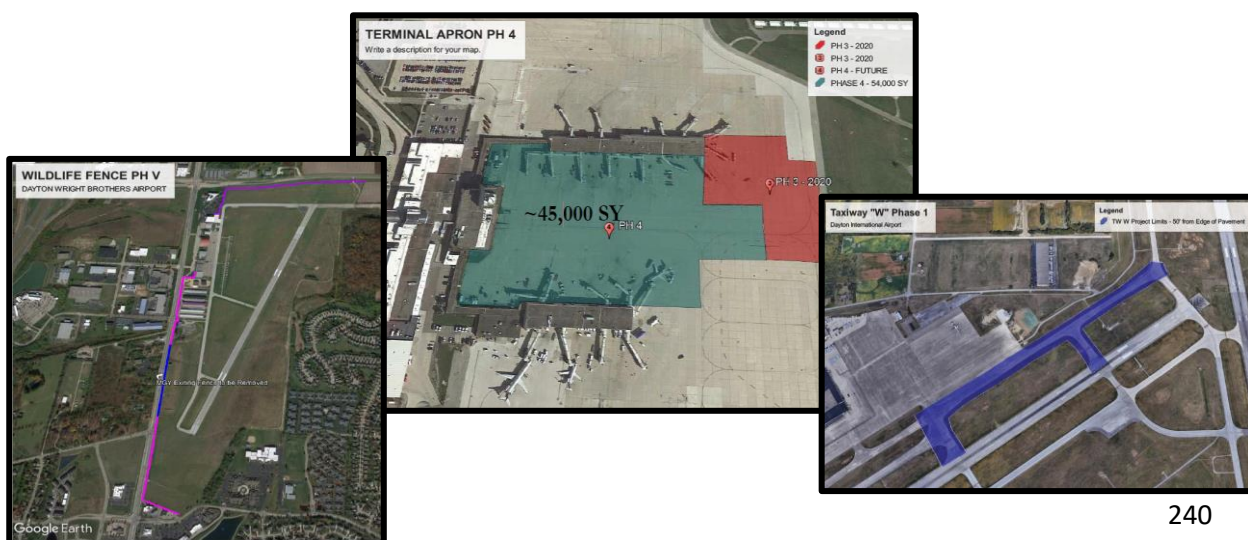
2022 Aviation Capital Program

The Department of Aviation will invest \$26.1 million on capital projects in 2022. Funding sources include cash capital, Federal grants and PFC/CFC proceeds. Projects range from equipment upgrades to terminal improvements at both Dayton International Airport and Wright Brothers Airport. Below is a breakdown of sources for the Aviation Capital Program:

	Cash	Debt	Issue 9	OPWC Grant	OPWC Loan	Federal	Other	CDBG	PFC/CFC	Total
Aviation	\$ 3,838,900	\$ -	\$ -	\$ -		12,881,700	\$ 2,600,000	\$ -	\$ 6,822,000	\$26,142,600

Below is a list of Aviation programs funded in 2022:

-  Airfield Lighting Generator & Regulators
-  Taxiway "W" Reactivation
-  Terminal Apron Phase IV - Construction
-  Wildlife Fencing Phase V - Dayton Wright Brothers Airport
-  Remove & Repaint Airfield Markings - Dayton Wright Brothers Airport



Capital Equipment Allocation

In addition to the Capital Improvements, the 2022 recommended budget includes a one-year allocation of \$7.6 million for Capital Equipment. This allocation will cover the purchase of vital equipment and technology related to Public Safety, Public Works, Recreation and other equipment upgrades.

Allocations by department are included below.

2022 Capital Equipment Allocation			
Department	Description	# Units	Total Cost
Fire	Engine	1	675,000
	Rescue Rechassie	1	250,000
	SCBA Bottles & Fill Stations	N/A	2,680,000
	Staff Vehicles	2	72,500
	Fire Dept. Total		3,677,500
Planning, Neighborhoods & Development	Housing SUVs	2	70,000
	Alternative Response Model Tablet/Monitors	4	6,800
	Alternative Response Model Mobile Data Terminal	2	10,000
	Alternative Response Model SUV & Up-fit	2	104,000
PND Dept. Total			190,800
Planning, Neighborhoods & Development	Hybrid SUV	1	35,000
	Mediation Center Total		35,000
Police	SWAT Equipment Truck	1	280,000
Police Dept. Total			280,000
Police	Pursuit SUVs	20	760,000
	Equipment Up-fit and Striping, Thermal Printers	19	348,650
	Equipment Up-fit for K-9 and Striping	1	22,350
	Interview Recording Equipment	1	45,000
	Unmarked Police Vehicles	3	60,000
Photo Enforcement Total			1,236,000
Public Affairs	Closed Captioning Equipment	1	60,000
Public Affairs Dept. Total			60,000
Public Works	Automated Side Load Refuse Packers	2	820,000
	Hybrid Trucks	2	99,000
	John Deere Wide Area Mower	1	55,000
	Stump Grinder	1	65,000
Public Works Dept. Total			1,039,000
Public Works	Mowing Equipment (F250 & Mowers)	N/A	113,000
Issue 9 Total			113,000
Public Works	Deicing Pickup Up-fitting	1	25,000
	Henderson Up-fitting	1	120,000
	Stepp Oil Jacketed Kettle Crack Sealer	1	70,000
	Western Star Tandem Chassis Up-fitting	1	120,000
Street Maintenance Gas Tax Fund Total			335,000
Recreation	Football Ball Stop Netting	2	30,000
	Windscreens at Howell Field	5	5,000
	Windscreens at Jim Nichols	10	15,000
Recreation Dept. Total			50,000
Technology	Vehicular Modem Replacement Project	N/A	160,000
	CheckPoint Firewall Replacement for MIS	N/A	70,000
	Multi-factor authentication	N/A	60,000
	Cybersecurity Assessment	N/A	95,000
	Fire Training Center Technologies Overhaul	N/A	75,000
	Citywide Security Cameras	N/A	70,100
	Accela Mobile App Hardware	N/A	50,000
Technology Total			580,100
Total Capital Equipment/Technology			7,596,400

Cash-Financed	\$3,217,300
Debt-Financed	2,080,000
Other	1,719,000
Technology	580,100
Total 2022 Allocation	\$7,596,400

An additional \$319,600 will be held in contingency.

Debt Position

2022 Debt Position

The City of Dayton's total debt outstanding at the end of 2020 was \$248.0 million up from \$226.1 million in 2017. Governmental debt outstanding was \$78.3 million, which was 9.9% or \$7.0 million higher than the balance of \$71.3 million in 2017. Enterprise debt outstanding increased from \$154.8 million to \$169.6 million, as a result of Water Utility debt to fund the master plan. In 2022, we intend to issue \$20.1 million in Governmental Debt and \$22.5 million in Enterprise-supported debt in furtherance of their capital asset plan.

Governmental Bonds	12/31/17	12/31/18	12/31/19	12/31/20
General Obligation	39.3	44.3	39.2	51.0
Non-tax Revenue	23.0	24.4	21.8	19.3
SIB Bonds	3.3	3.2	3.0	2.9
Total Governmental Bonds	\$ 65.6	\$ 71.9	\$ 64.1	\$ 73.1
Loans/Leases Outstanding	5.7	5.2	4.8	5.2
Total Governmental Debt	\$ 71.3	\$ 77.1	\$ 68.8	\$ 78.3
(in millions)				
Enterprise Bonds Outstanding				
General Obligation	36.7	34.3	31.8	32.8
Revenue Bonds	107.9	121.2	116.3	129.2
Total Enterprise Bonds	\$ 144.6	\$ 155.5	\$ 148.1	\$ 162.0
Loans/Leases Outstanding	10.2	9.0	7.9	7.7
Total Enterprise Debt	\$ 154.8	\$ 164.5	\$ 156.0	\$ 169.6
(in millions)				
Total City Debt/Loans Outstanding				
	\$ 226.1	\$ 241.6	\$ 224.9	\$ 248.0
2020 Enterprise Debt Outstanding*	General Obligation	Revenue Bonds	Other	Total
Aviation	\$ 6.9	\$ 69.3	\$ 4.3	\$ 80.5
Water	8.8	28.7	0.0	37.5
Sewer	9.4	31.2	3.4	43.9
Storm Water	3.0	0.0	0.0	3.0
Wellfield	4.7	0.0	0.0	4.7
Total Enterprise Debt	\$ 32.8	\$ 129.2	\$ 7.7	\$ 169.6
Enterprise Debt Outstanding*	12/31/17	12/31/18	12/31/19	12/31/20
Aviation	\$ 91.9	\$ 88.2	\$ 84.4	\$ 80.5
Water	25.6	41.4	39.5	37.5
Sewer	31.8	29.4	27.1	43.9
Storm Water	0.0	0.0	0.0	3.0
Wellfield	5.6	5.4	5.0	4.7
Total Enterprise Debt	\$ 154.8	\$ 164.5	\$ 156.0	\$ 169.6

* Amounts include unamortized premiums/discounts.

2022 New Debt	
Equipment	\$ 2,080,000
Infrastructure	4,371,100
Facilities	2,675,000
Recreation	5,000,000
Non-Tax Revenue	6,000,000
2022 Governmental Debt	\$ 20,126,100
Water Utility	22,500,000
2022 Enterprise Debt	\$ 22,500,000
Total 2022 New Debt	\$ 42,626,100

Resource Allocation to Influence Positive Community Outcomes

- Governmental Debt per Capita was \$558 in 2020, up from \$490 at the end of 2019
- Total Debt per Capita was \$1,766 in 2020, up from \$1,599 at the end of 2019
- Moody's Scorecard Rating (2020)

Ratio of Net Direct Debt to Operating Revenues:

- Aaa <0.33x
- Aa 0.33x <= n < 0.67x
- A 0.67x <= n < 3.00x
- **Dayton: 0.35x**
- General Obligation Debt Limitation as of December 31, 2020
 - Unvoted Debt Limitation of 5.5% of Assessed Value \$88.6 million
 - Net Debt within 5.5% Limitation 41.6 million
 - Unvoted Debt Margin (Legal Unvoted Capacity) \$47.0 million

Note: Net Debt Within 5.5% Limitation does not include self-supported debt.

Ratio: Governmental Debt Service Expenditures to Total Revenue							
	2014	2015	2016	2017	2018	2019	2020
Debt Service	10,551,504	10,114,350	11,428,009	10,495,430	10,441,670	11,112,308	8,962,141
Revenues	206,319,083	207,473,227	212,878,608	224,159,534	223,631,385	236,300,508	256,507,783
Percentage	5.1%	4.9%	5.4%	4.7%	4.7%	4.7%	3.5%

Indicator Purpose:

- Indicates the percentage of the budget needed for the payment of debt.
- A high percentage is unfavorable since this means the entity is spending more of its current budget on debt repayment.
- An increasing trend of debt service expenditures to total revenues may mean the percentage of budget dedicated to debt payments is increasing. Thus, less revenue will be available for asset repair/replacement or meeting current service demands.
- Critical Indicator = percentage above benchmark of 15%.
- Negative Indicator = percentage above benchmark of 12%.

Source: Ohio Auditor of State

Debt Service as a		
Municipality	% of Revenues	Rank
Dayton	3.5%	1
Toledo	5.5%	2
Cleveland	10.8%	3
Columbus	12.7%	4
Akron	15.9%	5
Cincinnati	17.5%	6

Debt Service as a % of Revenues is defined as Governmental Debt divided by Total Governmental Revenues

Debt Service as a % of Revenues

Cautionary Outlook – Ratio between 12% and 15%

Critical Outlook – Ratio greater than 15%

Source: Auditor of State and 2020 Annual Financial Reports

Conclusion

The global pandemic severely disrupted life for residents and many businesses, yet Dayton proved its resiliency as we began 2021 better prepared to navigate the challenges following the turmoil of 2020. Residents, businesses and other stakeholders supported one another, through food drives, financial assistance programs and by supporting local businesses. The introduction of the COVID-19 vaccine and Federal stimulus led to improved economic outcomes following the pandemic-driven recession of 2020.

The City faces a new threat, as long-term work-from-home options are projected to reduce income tax revenues for the foreseeable future. This revenue reduction, combined with rising expenditures due to inflation and position restorations necessitates the use of, primarily, one-time budget solutions. Additionally, the pandemic continues to loom and the uncertainty regarding variants could pose a threat for many residents and businesses in Dayton. The budget solutions that have been identified to balance the 2022 General Fund budget are detailed below:

- Utilizing almost \$1.7 million of FEMA reimbursement funds.
- Utilizing nearly \$10.8 million of ARPA revenue replacement proceeds to adjust for revenue shortfalls in 2022.
- Revenue, totaling \$250,000, from a Joint Economic Development District (JEDD) agreement in which the City shares income tax revenues, those levied on businesses within the JEDD, with local municipalities.
- City departments analyzed spending trends and committed to reducing contracts and materials expenses by \$255,000.
- Reducing cash investments by \$2.7 million through the offsetting of expenses by way of debt financing.
- Implementing one health insurance holiday, for the City and for employees, which will reduce expenditures by \$1.4 million.

While the City's economic outlook for 2022 remains unknown, the City is excited and committed to strategically investing ARPA funds to improve outcomes for Dayton residents. ARPA funding will be invested to address Dayton communities that were disproportionately impacted by the pandemic, while also addressing long-standing economic and social inequities in our city.

We acknowledge the following City Leadership and Management & Budget Personnel in the preparation of the Annual Balanced Budget and the creation of the City's Grey Book for the year 2022.

Jeffrey Mims, Jr

Mayor

Matt Joseph

Commissioner

Shenise Turner-Sloss

Commissioner

Christopher Shaw

Commissioner

Darryl Fairchild

Commissioner

Shelley Dickstein

City Manager

Joseph Parlette

Deputy City Manager

LaShea Lofton

Deputy City Manager

Diane T. Shannon

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Monica Jones

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Anita Chalk

Special Projects Administrator

Abbie Patel-Jones

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Jeanette Ghand

Senior Management Analyst

Shonda Bryant

Management Analyst II

Akiya Halfacre

Budget Systems Technician

Appreciation is extended to all City Departments, for their expertise, assistance and dedication throughout the creation of the City's Annual Balanced Budget.

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